

Final Report

Washington Park · Escobedo Neighborhood Redevelopment Plan

City of Mesa, Arizona



Adopted By City of Mesa
Advisory Housing Board
13 November 1986

Acknowledgements

Preparation of the Washington Park/Escobedo Neighborhood Redevelopment Plan was funded through a Community Development Block Grant from the U.S. Department of Housing and Urban Development to the City of Mesa.

CITY COUNCIL

Al Brooks, Mayor
Pat Blake
Ross Farnsworth
Dave Guthrie
Keno Hawker
Peggy Rubach
Willie Wong

ADVISORY HOUSING BOARD

Becky Weinberg, Chairperson
Carol Allen, Vice-Chairperson
Leon McClelland
Reverend Steve Miller*
Pat Orcutt
Tom Rhodes

CITY STAFF

Wayne Balmer, AICP, Planning Director
Jack Caroline, Housing Authority Administrator
Jean Warren, Community Development Specialist

WASHINGTON PARK NEIGHBORHOOD STEERING COMMITTEE

Jerry Boyd, Chairperson	Lillie Mae King
Agnes Arvizo	Penny Kuche
Margie Frost	Leon McClelland
Lorene Fuller	Ellen Oso
Arnold Gulley	Rena Wright
Veora Johnson	

CONSULTANT TEAM

BRW, Inc.
2700 North Central Avenue/Suite 1000
Phoenix, Arizona 85004
602/234-1591

Rich Unger, AICP, Project Manager
John McNamara, AIA, AICP
David Eljadi, AIA
Diane McNamara
Kevin Bergsrud, APA
Monique de los Rios

- * Resigned during the process of the Washington Park/Escobedo Neighborhood Redevelopment Plan.

Table of Contents

<u>CHAPTER</u>	<u>PAGE</u>
A. INTRODUCTION	A-1
A.1 Scope of Work	A-1
A.2 Organization of Final Report	A-2
B. INVENTORY AND ANALYSIS	B-1
B.1 Neighborhood Characteristics	B-1
B.2 Neighborhood Planning Studies	B-30
B.3 Past Community Development Block Grant CDBG Activities	B-34
B.4 Neighborhood Redevelopment Funding Sources	B-36
C. GOALS AND OBJECTIVES	C-1
D. LAND USE REDEVELOPMENT PLAN.	D-1
D.1 Summary of Alternative Redevelopment Plans	D-2
D.2 Land Use Redevelopment Plan.	D-3
D.3 Redevelopment Program Evaluation	D-6
E. REDEVELOPMENT IMPLEMENTATION GUIDE	E-1
E.1 Target Area Designation.	E-2
E.2 Redevelopment Team	E-4
Project Director	E-4
Community Organizer.	E-4
Relocation Specialist	E-4
Rehabilitation Specialist.	E-6
Real Estate Services	E-6
Property Management	E-6
Nonprofit Development Corporation.	E-7
Washington Park Neighborhood Advisory Committee.	E-7
E.3 Neighborhood Redevelopment Process	E-7
E.4 Target Sub-Area Program Coordination	E-13
E.5 Redevelopment Processes	E-16
Property Acquisition Process	E-16
Occupant Relocation Process	E-18
Property Management Process	E-20
Building Rehabilitation Process.	E-22
New Construction Process	E-24

List of Figures

<u>Figure</u>		<u>Page</u>
1	Generalized Area-Wide Land Use.	B-3
2	Existing Neighborhood Land Use	B-4
3	Existing Neighborhood Zoning	B-5
4	Neighborhood Property Ownership/Occupancy	B-17
5	Neighborhood Facilities and Utilities	B-19
6	Existing Transportation System	B-21
7	Land Use Redevelopment Plan	D-7
8	Target Sub-Area Priorities and Budgets	E-3
9	Neighborhood Redevelopment Team	E-5
10	Neighborhood Redevelopment Process	E-8
11	Target Sub-Area Program Coordination	E-14
12	Property Acquisition Process	E-17
13	Occupant Relocation Process	E-19
14	Property Management Process	E-21
15	Building Rehabilitation Process	E-23
16	New Construction Process	E-25

List of Tables

<u>Table</u>	<u>Page</u>
B-1 Building Conditions Printout.	B-9
B-2 Building Conditions Data	B-14
B-3 Summary of Neighborhood Characteristics	B-23
B-4 1970 to 1980 Comparision	B-24
B-5 Residents' Issues of Concern	B-25
B-6 Washington Park/Escobedo Neighborhood Resident Survey	B-26
B-7 Community Development Block Grant Funding Washington Park/Escobedo Neighborhood	B-35
D-1 Redevelopment Cost Summaries.	D-4
D-2 Land Use Plan Estimated Redevelopment Cost Target Area 1	D-8
D-3 Land Use Plan Estimated Redevelopment Cost Target Area 2	D-9
D-4 Land Use Plan Estimated Redevelopment Cost Target Area 3	D-10

A • Introduction

In an effort to determine the feasibility of revitalizing and redeveloping the Washington Park/Escobedo Neighborhood, the City of Mesa retained BRW, Inc. to prepare a Washington Park/Escobedo Neighborhood Redevelopment Plan.

Located north of the Mesa Community Center and south of Fitch Park, the Neighborhood is bounded by on the north by Sixth Street, the south by University Avenue, the east by Mesa Drive and the west by Center Street. One of the City's older neighborhoods, the Washington Park/Escobedo Neighborhood has contributed a significant role in the historic development of the City of Mesa. The neighborhood is now facing issues of encroaching commercialization, higher density, residential housing and deteriorating housing structures and property values. Both the neighborhood and the City of Mesa have expressed the desire to establish revitalization and redevelopment policies and strategies that will establish the Washington Park/Escobedo Neighborhood as a viable neighborhood in the City and assist the existing residents in obtaining a quality living environment for themselves.

A.1 SCOPE OF WORK

The scope of work for the Washington Park/Escobedo Neighborhood was established to identify the major opportunities and constraints facing redevelopment of the neighborhood, to determine the financial commitment necessary to redevelop the neighborhood and to determine a redevelopment plan and implementation program for facilitating neighborhood redevelopment.

In response to these needs, a work program was established and organized into four major work tasks:

- 1.0 Preparation of a Building Conditions Analysis
- 2.0 Determination of Neighborhood Socio-Economic Conditions
- 3.0 Identification of Neighborhood Improvements
- 4.0 Preparation of a Redevelopment Implementation Guide

Included in the work program was an extensive community participation program that would involve the Washington Park/Escobedo Neighborhood residents, the Washington Park Steering Committee, the City of Mesa Advisory Housing Board and the City Council.

A.2 ORGANIZATION OF FINAL REPORT

The remainder of this report is organized into the following four chapters:

B. Inventory and Analysis of Existing Conditions

A brief description of the physical conditions within the neighborhood and review and evaluation of past studies and development activities that have affected the neighborhood.

C. Goals and Objectives

A description of the Neighborhood Redevelopment Goals and Objectives that resulted from the inventory and analysis efforts and the issues of concern raised by the neighborhood residents during the neighborhood workshops.

D. Redevelopment Land Use Plan

A description of the desired future land use patterns and the prioritized areas for initial redevelopment.

E. Implementation Guide

A description of the people and agencies involved in the redevelopment process and step-by-step procedures for carrying out the program.

B • Inventory and Analysis

The development of a successful Washington Park/Escobedo Neighborhood Redevelopment Plan must begin with a good understanding of the physical, social and economic aspects of the existing neighborhood. This chapter of the Washington Park/Escobedo Neighborhood Redevelopment Study identifies and describes the following issues that have and will affect the redevelopment of the neighborhood.

- Neighborhood Characteristics
- Neighborhood Planning Studies
- Past Community Development Block Grant Activities
- Neighborhood Redevelopment Funding Sources

Upon identifying the key issues and the opportunities and constraints that would affect efforts to redevelop the Washington Park/Escobedo Neighborhood, goals and objectives, which are presented in Chapter C, were prepared to address the residents' basic concerns.

B.1 NEIGHBORHOOD CHARACTERISTICS

The Neighborhood Characteristics Section of the Inventory and Analysis Chapter discusses three basic components that create the neighborhood's identity. They are:

- Physical Characteristics
- Socio-Economic Characteristics
- Residents' Issues of Concern

Physical Characteristics

Analysis of the physical characteristics of the Washington Park/Escobedo Neighborhood consisted of identifying and generally evaluating the man-made characteristic of the neighborhood and surrounding area which have created the neighborhood's visual identity. The characteristics evaluated consisted of:

- Area-Wide Land Use
 - Neighborhood Land Use and Zoning
 - Building Conditions
 - Property Ownership/Occupancy
 - Public Facilities and Utilities
 - Transportation System
- Area-Wide Land Use

Figure 1, "General Area-Wide Land Use", illustrates the land uses within approximately one-half mile surrounding the study area. The land uses located along each study area boundary are described as follows:

- To the north of the study area, between Center Street and Mesa Drive, public uses (the City of Mesa service center, the National

Guard, and Fitch Park) predominate, while multi-family residential uses and vacant land are located beyond those uses.

- To the east, between Eighth and Second Streets, single family residential uses are dominant north of Sixth Street, while south of Sixth Street semi-public uses (Mesa General Hospital and a church) are located, transitioning to multi-family residential uses.
- To the south, single family residential and multi-family residential uses are dominant east of Pasadena Street to Hobson Street and west of Center Street to Robson Street, with a number of other uses scattered throughout. Adjacent to the southern study area boundary, between Center Street and Pasadena Street, parking and vacant land dominate in association with existing Mesa Community Center Uses.
- To the west of Center Street, between Eighth Street and University Drive, single family residential uses dominate, with multi-family residential and commercial uses also present.

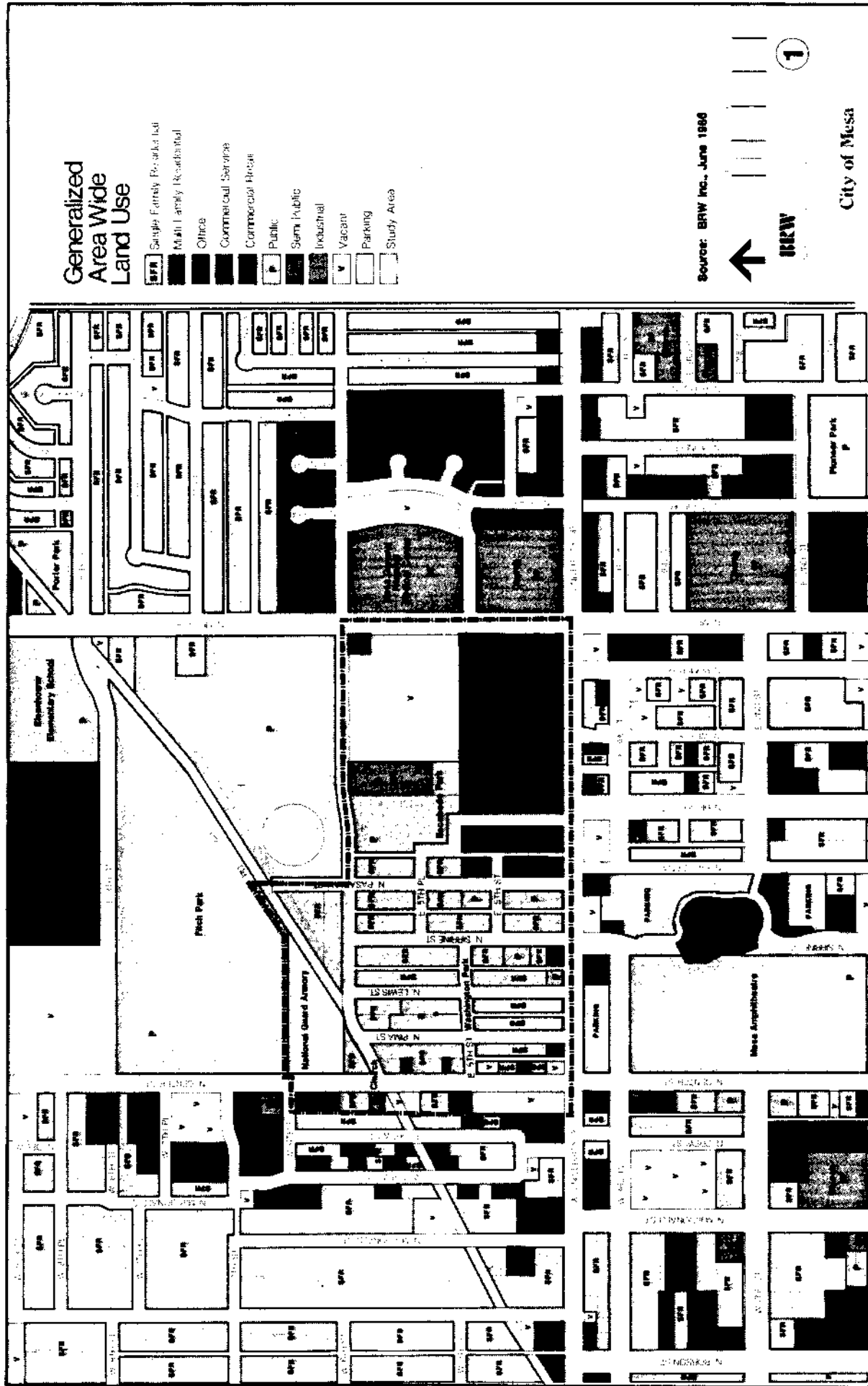
In summary, an overall residential pattern dominates the area surrounding the Washington Park/Escobedo Neighborhood. However, potentially incompatible office and commercial uses along the perimeter of the study area are beginning to encroach upon the existing, primarily single family residential land use pattern.

● Neighborhood Land Use and Zoning

A more specific development pattern is illustrated on Figure 2, "Existing Neighborhood Land Use," which identifies the existing neighborhood in terms of compatibility and potential development areas.

Land uses within the study area are predominantly residential, divided between single family, multi-family and public housing. Most single and multi-family housing is located south of Sixth Street and west of Hibbert Street extending to the study area boundaries, forming the neighborhood core. Scattered within the neighborhood core are public (parks), semi-public (churches), and vacant land uses. On the fringe, along Center Street and University Drive, are office and commercial uses.

Zoning within the study area is defined by five residential districts and two commercial districts as illustrated on Figure 3, "Existing Neighborhood Zoning". To clarify the meaning of what uses are permitted within each zoning district, a summary of permitted uses and a comparison to existing land uses follows:



Washington Park - Escobedo Neighborhood Redevelopment Study

Existing Neighborhood Land Use

SFR	Residential (Single Family)
MFR	Residential (Multi Family)
PHR	Residential (Public Housing)
O	Office
CS	Commercial Service
CR	Commercial Retail
P	Public (City, State, Federal)
SP	Semi-Public (Churches, Etc.)
I	Industrial
V	Vacant

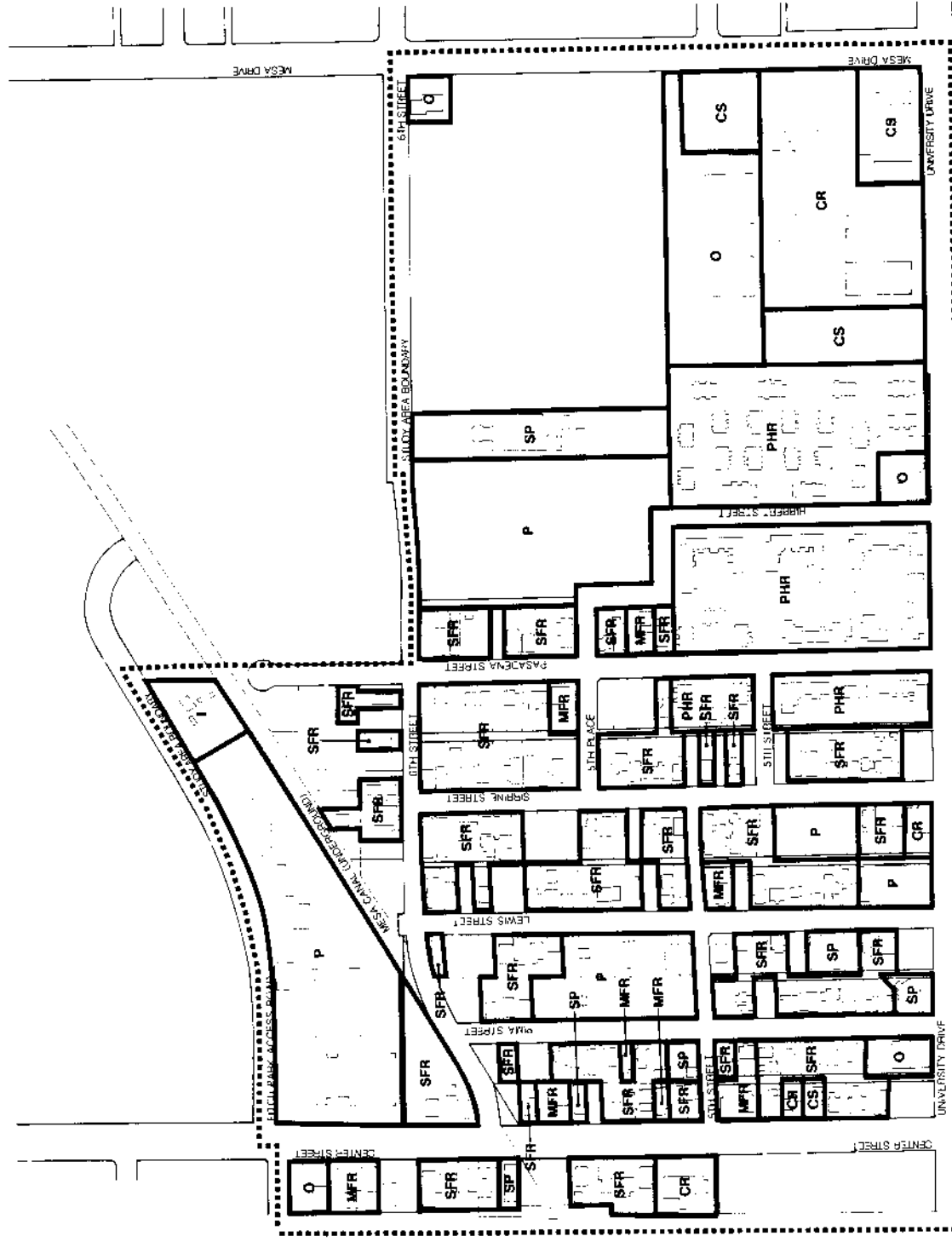
Source: BRW Inc., June 1988



2

1100 North Central Ave. Suite 1000 (602) 234-1501

City of Mesa

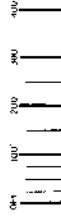


Washington Park • Escobedo Neighborhood Redevelopment Study

Existing Neighborhood Zoning

- R1-9** Single Family Residential
- R1-6** Single Family Residential
- R-2** Restricted Multiple Residential
- R-3** Limited Multiple Residential
- R-4** General Multiple Residential
- R-5** Residential Service
- C-2** Limited Commercial
- Bonus Intensity Zone

Source: City of Mesa
Zoning Map, June 1986

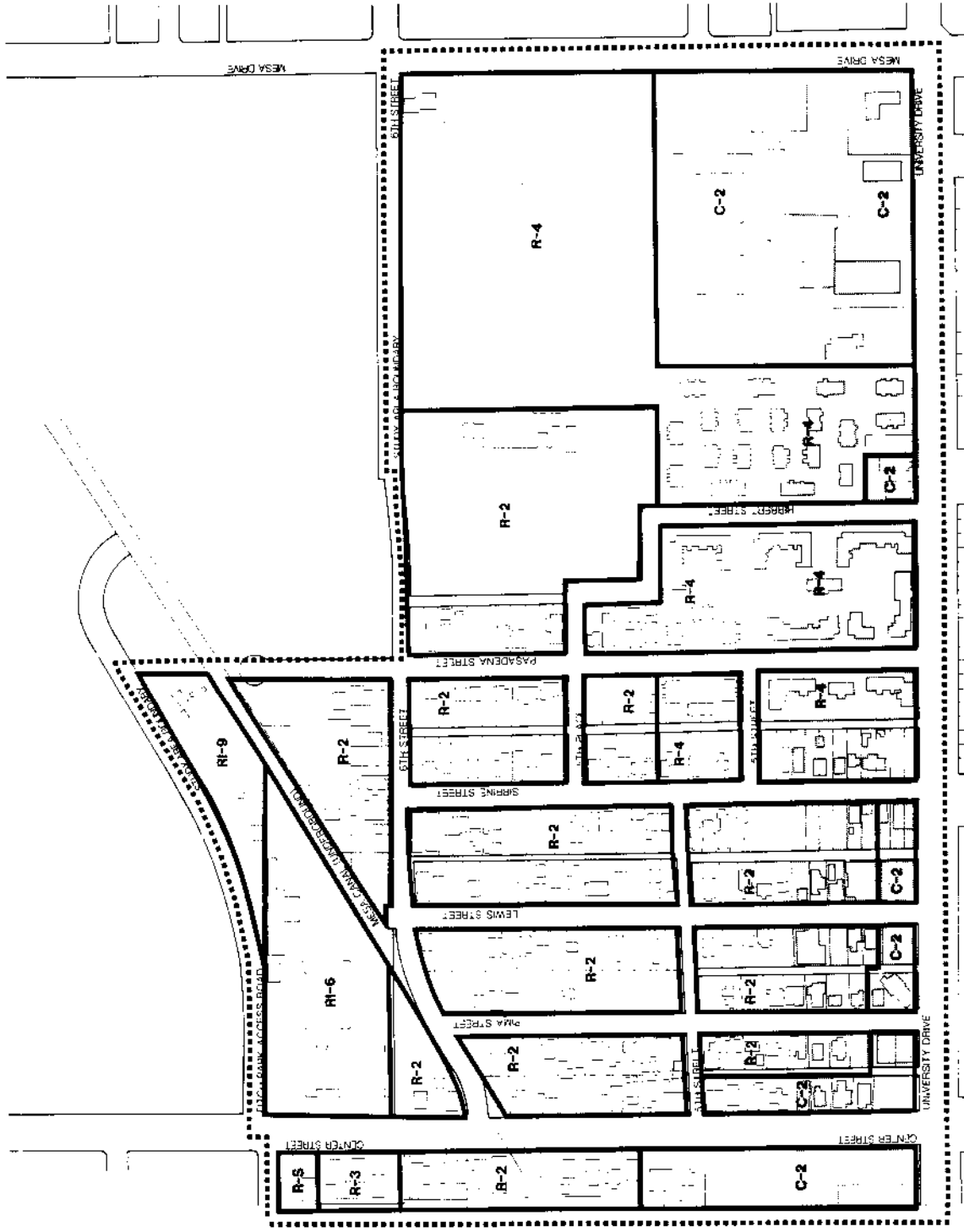


3

BRW

2700 North Central Ave. Suite 100P, 1905, 1214, 1231

City of Mesa



Washington Park • Escobedo Neighborhood Redevelopment Study

- R1-9 (Single Family Residential)

Permitted Uses: Single family housing, foster homes or residential facilities, schools, colleges and churches; public utility facilities and parks.

This district is located only along the northern study area boundary and contains an area utilized as a service yard and aluminum recycling center.

- R1-6 (Single Family Residential)

Permitted Uses: All uses described in R1-9 and mobile home subdivisions.

This district is located only north of Sixth Street and east of Center Street, with the land being used as a National Guard Armory that is inconsistent with zoning.

- R-2 (Restricted Multiple Residential)

Permitted Uses: all uses permitted in single family residential areas, multi-family residential uses, home occupations, nursery schools, foster homes, and mobile home and recreational vehicle subdivisions.

This district encompasses the Washington Park neighborhood core, the area between Sixth Street and University Drive, and Center Street and Pasadena Street. Existing land uses are consistent with the current zoning. However, considering the other potential uses, downzoning to R1-6 might be desirable to ensure a long-term single family neighborhood character.

- R-3 (Limited Multiple Residential)

Permitted Uses: all uses permitted in single family residential districts and R-2 districts, multi-family residential areas, and mobile home and recreational vehicle subdivisions.

This district is found in only one location, north of Sixth Street and west of Center Street. The existing land use is consistent with zoning.

- R-4 (General Multiple Residential)

Permitted Uses: all uses permitted in single family residential districts, R-2 and R-3 districts, and with site plan review, the following uses are permitted: hotels and motels, membership clubs, mobile home subdivisions, medical facilities, professional offices, and hair care shops.

This district consists of two large blocks, with one block being the Escobedo Housing Project and the other block located at the southwest corner of Sixth Street and Mesa Drive. Current land use and zoning are consistent. Since some non-residential uses are per-

mitted, this should be reviewed relative to potential encroachment into the neighborhood core.

- R-S (Residential Service)

Permitted Uses: office and commercial service uses.

This zoning is found in the northwest corner of the study area and land use is compatible with the zoning.

- C-2 (Limited Commercial)

Permitted Uses: commercial service and commercial retail uses.

Two areas, the southeast corner of the study area and a strip along part of University Drive and Center Street, are zoned C-2. Land use is compatible with the existing zoning.

One other district, the Bonus Intensity Zone, permits and defines other uses in the neighborhood. Extending 300 feet north of University Drive into the neighborhood, this zone permits uses as in the underlying zoning, but prohibits off-site signs and requires permits for special uses. At this time developers have not taken advantage of this zoning. However, attention should be taken to assure that development is compatible with existing neighborhood uses.

Review of existing land use and zoning finds that most land use and zoning relationships are consistent, but that some rezonings in the form of down-zoning should occur to ensure a long-term residential character.

● Building Conditions

To analyze existing building conditions, a 65-question building conditions survey was formatted and entered into a portable field computer. Each neighborhood building, primarily residential, was surveyed by building element and rated as to condition. The building elements included:

- Roof Conditions
- Wall Conditions
- Window and Door Conditions
- Overhangs and Trim Conditions
- Site Maintenance and Out-Building Conditions

Each element was scored relative to the following categories:

- Out of Plumb
- Deferred Maintenance
- Evidence of Damage
- Evidence of Decay

Specific criteria were developed for each of the above building condition categories to define plumb, deferred maintenance, and evidence of damage and decay. In general terms, the meaning of plumb is the degree to which the building is out of level. Deferred maintenance is defined as non-structural building deterioration such as walls needing painting or windows

in need of putty. Evidence of damage refers to impact damage due to acts of nature, vandals or negligence. Evidence of decay, the most serious condition category, refers to structural decay to essential and non-essential building components. By definition, decay means that the component has begun losing its structural integrity.

As illustrated in Table B-1, "Building Conditions Printout", the building conditions survey data was entered into a data base which allowed the data to be manipulated many ways.

Based on the composite score of rated conditions, each building and property was given an overall rating indicated as "total weight". Based upon total weight the overall condition of the building was determined.

- Good (0 - 0.10) - No visible repair required
- Fair (0.11 - 0.50) - Fix-up/maintenance required
- Poor (0.51 - 1.00) - Extensive fix-up or isolated major repair required
- Critical (1.01 +) - In questionable condition for repair or salvage

Neighborhood building conditions, as summarized in Table B-2, identifies building condition data relative to several neighborhood and redevelopment criteria.

As illustrated on the Table:

- Good condition buildings represent nine percent of neighborhood housing units suitable for rehabilitation. While having the lowest rehabilitation costs, they also have the highest acquisition costs.
- Fair condition buildings represent thirty percent of neighborhood housing units suitable for rehabilitation. These units will have moderate rehabilitation costs and the second highest acquisition costs.
- Poor condition buildings represent twenty-four percent of neighborhood housing units suitable for rehabilitation. While having the highest rehabilitation costs, they have the second lowest acquisition costs.
- Critical condition buildings represent thirty-seven percent of neighborhood housing units. Based on the requirement of not exceeding \$24,000 for rehabilitation, these units are unsuitable for rehabilitation. However, they will have the lowest acquisition costs.

TABLE B-1

Building Conditions Printout

PAGE: 1

WASHINGTON PARK ESCOBEDO NEIGHBORHOOD
REVITALIZATION STUDY

BRM, INC
06/18/86

ADDRESS	FOUNDATION	WALL	WINDOW/DOOR	ROOF	EAVES/OVERHANG	COILING UNIT	ATTACHMENTS	STOOP/PORCH	FENCE	PAVEMENT	SAN VENTS	LANDSCAPE	TOTAL	TOTAL/MEIGH	LOT VALUE	PROP VALUE
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5612	7474
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	48450	90925
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6562	26876
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6300	3068
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8813	31243
CONFIDENTIAL	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.05	0	0
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.04	0.05	6562	10182
CONFIDENTIAL	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.05	6300	10706
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.06	0.08	6270	5045
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.08	0.10	8575	14469
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.08	0.10	12500	31755
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.08	0.10	7020	19521
CONFIDENTIAL	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.08	0.10	6300	3916
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.08	0.10	22506	0
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.10	0.13	6000	25564
CONFIDENTIAL	0.00	0.50	0.00	0.00	0.25	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.10	0.13	3510	15909
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.13	8750	21801
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.13	6562	32182
CONFIDENTIAL	0.00	0.00	1.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.13	13124	17073
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.12	0.16	15120	121636
CONFIDENTIAL	0.00	0.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.12	0.16	6300	17011
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.12	0.16	6562	22531
CONFIDENTIAL	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.12	0.16	206243	0
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.00	1.00	0.00	0.00	0.12	0.16	22000	0
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.15	0.18	6270	20074
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.75	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.15	0.18	6562	14847
CONFIDENTIAL	0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.15	0.18	6300	10916
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	0.17	0.21	6612	30631
CONFIDENTIAL	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	1.00	0.17	0.21	6612	20980
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	0.17	0.21	7020	49909
CONFIDENTIAL	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.17	0.21	6562	10959

WASHINGTON PARK ESTIMATED NEIGHBORHOOD
REVITALIZATION STUDY

BRA, INC
06/18/86

ADDRESS	FOUNDATION	WALL	WINDOW/DOOR	ROOF	EAVES/OVERHANG	COOLING UNIT	ATTACHMENTS	STOOP/PORCH	FENCE	PAVEMENT	SAN VENTS	LANDSCAPE	TOTAL	TOTAL/LSH	LOT VALUE	PROP VALUE
	0.00	0.50	0.50	0.50	0.00	0.25	1.00	0.00	0.00	0.00	0.00	0.00	0.19	0.23	5000	16731
	0.00	0.00	0.50	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.19	0.23	7020	11311
	0.00	0.00	0.50	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.19	0.24	6562	6460
	0.00	0.00	0.00	0.00	0.67	0.75	0.00	0.00	0.00	0.00	0.00	1.00	0.20	0.25	7020	43673
	0.00	0.50	0.75	0.00	0.00	0.75	0.00	0.50	0.00	0.00	0.00	0.00	0.21	0.26	6952	8611
	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.21	0.26	6300	13535
	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.21	0.26	6562	6535
	0.00	0.50	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.23	0.29	12875	8827
	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.24	0.30	6270	42276
	1.33	1.00	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.24	0.30	6562	8531
	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.25	0.31	24105	52637
	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.25	0.31	6562	6757
	1.33	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.26	0.32	6562	9856
	0.00	0.00	0.50	0.00	0.00	0.75	0.00	1.00	0.00	0.00	0.00	0.00	0.27	0.34	10710	0
	0.00	0.00	1.00	0.00	0.75	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.27	0.34	11475	14798
	0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.27	0.34	6562	16461
	0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.31	0.39	9843	17928
	0.00	0.00	1.00	0.00	0.75	0.00	0.00	0.50	0.00	0.00	0.00	1.00	0.31	0.39	6562	10531
	0.00	0.50	0.50	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.31	0.39	11460	42448
	0.00	0.50	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.33	0.42	5562	29618
	0.00	1.00	0.50	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.33	0.42	6300	12829
	0.00	0.00	0.50	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	2.50	0.35	0.44	6270	9944
	0.00	1.50	0.50	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.35	0.44	8750	2732
	1.33	1.50	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	1.00	0.36	0.45	9625	8725
	1.33	0.00	1.00	0.00	1.25	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.38	0.48	6562	5496
	0.00	0.00	0.50	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.38	0.48	26324	0
	0.00	0.50	0.50	0.00	0.75	0.00	0.00	1.00	0.00	0.00	0.00	1.00	0.40	0.49	5942	7621
	1.33	1.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.39	0.49	5562	5595
	0.00	0.50	0.50	0.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.40	0.49	6300	8915
	0.00	1.00	0.00	0.00	1.25	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.40	0.50	10200	10200
	0.00	1.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.42	0.52	6300	3416

CONFIDENTIAL

WASHINGTON PARK ESCURIEDO NEIGHBORHOOD
REVITALIZATION STUDYBRN, INC
06/18/86

ADDRESS	FOUNDATION WALL	WINDOW/DOOR	ROOF	EAVES/OVERHANG	COOLING UNIT	ATTACHMENTS	STUOP/PURCH	FENCE	PAVEMENT	SAN VENTS	LANDSCAPE	TOTAL TOTAL/MTG	LOT VALUE	PROP VALUE
	1.33	0.00	0.50	0.00	0.75	0.00	0.50	1.00	0.00	0.00	1.00	0.42	0.53	5925
	0.00	0.00	0.50	0.00	0.75	0.00	1.50	0.00	0.00	0.00	2.50	0.44	0.55	38117
	0.00	0.50	0.50	1.33	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.44	0.56	5100
	1.33	0.00	1.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	1.00	0.44	0.56	6270
	1.33	1.50	0.50	0.00	0.75	0.00	0.00	1.00	0.00	0.00	0.50	0.47	0.58	7020
	1.33	1.00	0.25	0.00	0.00	1.00	0.00	0.00	0.00	0.00	2.00	0.47	0.58	7020
	0.00	0.50	0.75	2.67	0.75	0.00	0.00	0.00	0.00	0.00	1.00	0.47	0.59	7020
	0.00	0.50	0.75	1.33	1.25	0.00	0.00	0.00	0.00	0.00	2.00	0.49	0.61	7020
	1.33	0.50	0.50	0.00	0.00	0.00	0.50	1.00	0.00	0.00	2.00	0.49	0.61	7020
	0.00	0.50	0.00	1.33	0.75	1.00	1.00	0.00	0.00	0.00	1.50	0.51	0.63	7020
	0.00	0.50	1.25	0.00	0.50	0.00	0.50	1.00	0.00	0.00	2.50	0.52	0.65	7020
	0.00	3.50	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.00	1.00	0.52	0.65	7020
	0.00	1.50	0.75	1.33	1.25	0.00	1.50	0.00	0.00	0.00	0.00	0.53	0.66	7020
	0.00	0.50	0.00	2.67	1.25	0.00	0.00	0.00	1.00	0.00	1.00	0.53	0.67	7020
	0.00	2.50	1.00	0.00	1.25	0.00	0.00	1.00	0.00	0.00	1.00	0.56	0.70	7020
	0.00	0.00	0.50	2.67	1.25	0.00	0.50	1.00	0.00	0.00	1.00	0.56	0.72	7020
	1.33	0.00	0.50	0.67	0.50	0.00	1.00	1.00	0.00	0.00	2.00	0.58	0.73	7020
	0.00	1.00	1.00	1.33	0.25	0.00	1.50	0.00	0.00	0.00	2.00	0.59	0.74	7020
	0.00	1.50	1.00	0.00	0.75	0.00	1.00	0.00	1.00	0.00	2.00	0.60	0.76	7020
	0.00	0.00	1.00	1.33	0.75	0.00	1.00	1.00	1.00	0.00	1.50	0.63	0.79	7020
	2.67	2.50	1.00	0.00	0.25	0.00	1.50	0.00	0.00	0.00	0.00	0.66	0.82	7020
	1.33	2.50	1.00	0.00	1.25	0.00	0.00	1.00	0.00	0.00	3.50	0.65	0.82	7020
	0.00	2.00	0.25	1.33	0.50	0.00	0.00	1.00	0.00	0.00	3.00	0.67	0.84	7020
	0.00	0.50	0.00	0.00	0.75	0.00	1.00	1.00	0.00	0.00	3.00	0.67	0.84	7020
	0.00	0.00	0.50	1.33	1.25	0.00	1.00	1.00	0.00	1.00	3.50	0.73	0.91	7020
	0.00	0.50	0.50	1.33	0.75	0.00	1.00	1.00	0.00	0.00	4.00	0.76	0.95	7020
	0.00	0.00	1.00	4.67	0.00	0.00	1.00	1.00	0.00	0.00	2.50	0.76	0.95	7020
	1.33	2.00	0.00	2.67	1.25	0.00	1.00	0.00	0.00	0.00	3.00	0.77	0.96	7020
	0.00	0.50	1.25	1.33	1.25	0.00	0.00	2.00	0.00	0.00	1.00	0.78	0.97	7020
	1.33	0.00	1.00	1.33	0.75	0.00	1.00	0.00	2.00	0.00	2.00	0.78	0.98	7020

CONFIDENTIAL

WASHINGTON PARK ESCOBEDO NEIGHBORHOOD
REVITALIZATION STUDY

BRM, INC
06/18/85

ADDRESS	FOUNDATION WALL	WINDOW/DOOR	ROOF	EAVES/OVERHANG	COOLING UNIT	ATTACHMENTS	STOOP/PORCH	FENCE	PAVEMENT	SAN VENTS	LANDSCAPE	TOTAL TOTAL/MTG	LOT VALUE	PROP VALUE
2.67	1.00	0.50	1.33	1.00	0.00	1.00	0.00	0.00	0.00	0.00	2.00	0.79	0.99	5889
0.00	1.50	1.00	1.33	0.75	0.00	0.00	0.50	0.00	0.00	0.00	4.50	0.60	1.00	17071
1.33	1.50	0.00	3.33	1.50	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.81	1.01	10195
0.00	0.50	1.25	1.33	0.75	0.00	0.00	0.50	1.00	1.00	0.00	3.50	0.66	1.02	8358
1.33	0.00	0.50	2.67	1.25	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.81	1.02	8750
0.00	0.00	1.00	1.33	0.50	0.00	1.00	0.50	1.00	1.00	1.00	2.50	0.82	1.02	1149
0.00	0.00	0.50	1.33	1.50	0.00	0.00	1.00	0.00	1.00	1.00	3.50	0.82	1.02	11429
2.67	2.50	0.75	1.33	0.75	0.00	1.00	1.00	0.00	0.00	0.00	1.00	0.83	1.04	7120
1.33	0.50	0.75	0.00	1.50	1.00	1.00	1.00	2.00	0.00	0.00	1.00	0.84	1.05	14301
2.67	1.50	0.75	0.00	0.25	0.00	1.00	1.00	1.00	0.00	1.00	1.00	0.85	1.06	5905
1.33	2.50	1.00	1.33	1.25	0.00	0.00	0.00	1.00	0.00	0.00	2.00	0.87	1.09	13482
3.33	0.50	1.00	0.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	2.00	0.88	1.10	10108
1.33	2.50	1.25	1.33	1.25	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.89	1.11	6321
0.00	1.50	3.00	0.00	1.50	0.00	0.00	0.50	1.00	1.00	1.00	3.50	0.92	1.15	24837
1.33	2.00	1.00	0.00	0.75	0.00	0.00	1.50	1.00	1.00	1.00	1.50	0.92	1.15	6780
2.67	1.50	0.50	1.33	1.00	0.00	1.00	1.50	1.00	0.00	0.00	1.00	0.96	1.20	4706
1.33	2.00	1.00	2.67	1.25	0.00	0.00	0.50	2.00	0.00	0.00	1.00	0.98	1.22	9184
1.33	1.50	0.75	1.33	0.75	0.00	0.00	0.00	2.00	0.00	0.00	1.50	1.01	1.27	6226
1.33	1.00	1.00	1.33	1.00	0.00	0.00	0.00	2.00	0.00	0.00	4.50	1.01	1.27	6349
1.33	2.50	1.75	2.67	2.00	0.00	0.00	0.00	1.00	0.00	0.00	2.00	1.02	1.28	6785
1.33	1.50	1.00	2.67	1.25	0.00	0.00	1.50	0.00	0.00	1.00	1.00	1.02	1.28	7408
1.33	2.50	2.00	4.00	1.75	0.00	0.00	0.50	0.00	0.00	0.00	2.00	1.09	1.36	5128
1.33	1.50	1.00	0.00	1.25	0.00	2.00	0.00	2.00	0.00	1.00	1.00	1.09	1.36	6467
2.67	2.50	1.00	1.33	0.75	0.00	0.00	0.00	2.00	1.00	1.00	1.00	1.10	1.38	3806
2.67	3.50	2.50	0.00	0.00	0.00	0.00	1.50	0.00	2.00	0.00	1.00	1.14	1.42	11021
0.00	2.00	0.50	1.33	1.50	1.00	0.00	1.00	2.00	0.00	1.00	3.50	1.15	1.44	0
1.33	2.50	1.00	4.00	1.25	0.00	0.00	1.50	0.00	1.00	0.00	1.50	1.17	1.47	11384
2.67	2.50	1.00	2.67	1.25	0.00	0.00	0.00	1.00	0.00	1.00	2.00	1.17	1.47	10937
0.00	0.00	0.00	12.00	0.75	0.00	0.00	0.00	1.00	0.00	0.00	0.50	1.19	1.48	12884
2.00	1.50	1.00	1.33	2.00	0.00	0.00	1.50	3.00	2.00	0.00	0.00	1.19	1.49	14906
1.33	1.50	0.75	2.67	0.25	2.00	0.00	1.00	1.00	0.00	1.00	3.00	1.21	1.51	12609

CONFIDENTIAL

WASHINGTON PARK ESCORTED NEIGHBORHOOD
REVITALIZATION STUDY

BRA, INC
06/18/86

ADDRESS	FOUNDATION	WALL	WINDOW/DOOR	ROOF	EAVES/OVERHANGS	COILING UNIT	ATTACHMENTS	STEPS/PORCH	FENCE	PARKING	SHRUBS	LANDSCAPE	TOTAL TOTAL/WEIGH	LOT VALUE	PROP VALUE
	2.67	2.50	1.25	1.33	1.25	0.00	0.00	1.00	0.00	1.00	0.00	3.50	1.21	1.51	7791
	1.33	3.50	1.25	2.67	1.25	0.00	1.00	1.50	0.00	1.00	0.00	1.50	1.25	1.56	9070
	4.00	4.00	2.25	2.67	1.25	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.25	1.58	3063
	4.00	3.00	1.25	1.33	1.25	0.00	2.00	1.00	0.00	0.00	0.00	1.50	1.28	1.60	6154
	1.33	1.50	1.00	1.33	0.75	0.00	1.00	2.00	1.00	0.00	0.00	3.50	1.28	1.61	7247
	3.33	2.50	2.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.50	1.34	1.68	6933
	1.33	2.50	1.00	2.67	0.75	0.00	0.00	0.00	0.00	2.00	1.00	2.00	1.35	1.69	9157
	1.33	4.00	1.50	2.67	2.00	0.00	0.00	1.25	1.00	1.00	0.00	1.50	1.35	1.69	14729
	1.33	4.00	1.25	2.67	1.25	0.00	0.00	0.50	0.00	0.00	0.00	3.50	1.38	1.72	6240
	0.00	0.50	1.25	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	2.00	1.38	1.73	9874
	2.67	1.00	1.75	6.67	2.75	0.00	0.00	1.50	1.00	1.00	0.00	2.00	1.39	1.74	0
	2.67	0.50	1.50	4.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	4.50	1.41	1.76	9615
	1.33	2.50	1.50	4.00	3.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	1.49	1.86	8208
	0.00	1.50	2.00	4.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.53	1.91	6247
	3.33	4.00	1.25	2.67	1.25	0.00	1.00	1.50	1.00	0.00	0.00	3.50	1.54	1.93	7474
	3.33	4.00	2.00	1.33	2.00	0.00	0.00	2.50	0.00	0.00	0.00	3.50	1.62	2.03	14370
	2.67	1.00	1.75	3.33	1.50	0.00	0.00	1.75	0.00	0.00	1.00	4.50	1.64	2.05	12348
	1.33	5.00	1.75	5.33	3.25	0.00	0.00	1.00	0.00	1.00	0.00	0.00	1.67	2.08	10937
	2.67	4.00	2.25	2.67	1.25	0.00	0.00	0.00	0.00	1.00	2.00	0.00	1.72	2.15	3561
	1.33	4.50	2.25	4.00	2.50	0.00	0.00	0.00	0.00	2.00	0.00	4.50	1.79	2.24	1674
	2.67	4.00	0.75	4.00	2.50	0.00	0.00	1.50	3.00	0.00	1.00	2.50	1.83	2.28	0
	0.00	3.00	2.00	2.67	2.00	0.00	0.00	2.50	4.00	0.00	0.00	6.50	2.06	2.57	5905
	0.00	2.50	1.50	5.33	1.75	0.00	0.00	2.00	3.00	0.00	0.00	10.00	2.17	2.72	7963
	0.00	27.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.25	2.81	6000
	4.67	5.00	2.75	4.67	4.50	0.00	0.00	4.00	4.00	0.00	1.00	2.00	2.72	3.39	5868
															5952

CONFIDENTIAL

TABLE B-2
BUILDING CONDITION DATA

BUILDING CONDITION	RESIDENT STATUS	RESIDENTIAL TYPE (UNITS)		REHABILITATION POTENTIAL		REDEVELOPMENT COSTS (PER UNIT)		RELOCATION COSTS
		SINGLE FAMILY	MULTI- FAMILY	SUITABLE	UNSUITABLE	REHAB- ILITATION	ACQUISITION	
GOOD	OWNER	9	—	9	—	\$4000	\$35000	\$15500
	RENTER	3	1(2)	3	—			\$4500
FAIR	OWNER	28	—	28	—	\$12000	\$33000	\$15500
	RENTER	14	38(115)	52	—			\$4500
POOR	OWNER	21	—	21	—	\$22000	\$27000	\$15500
	RENTER	13	1(2)	13	—			\$4500
CRITICAL	OWNER	26	—	—	26	—	\$24000	\$15500
	RENTER	25	—	—	25			\$4500

Washington Park • Escobedo Neighborhood Redevelopment Study

Source: BRW, Inc., June 1986

Following the building conditions survey, two additional steps were taken to determine the suitability of each building for rehabilitation. First the interior and exterior of several houses were inspected with the assistance of a home remodeling contractor to identify basic rehabilitation needs and attendant costs. Basic estimated cost guidelines for rehabilitation were established for buildings relative to the established building condition ratings. Next this cost-related information was computer analyzed for building rehabilitation potential on a structure-by-structure basis. The data base included the results of the building conditions analysis, owner occupancy, property size, assessed value, and Recommended Maximum Rehabilitation Costs (RMRC) of \$24,000, developed as a result of the research of private/public investment opportunities and the relationship of rehabilitation costs to new construction costs. Anticipated rehabilitation costs for each structure were developed using the baseline values established by the detailed site investigation conducted by the home remodeling contractor. The computer was used to scale the baseline costs according to property size and overall condition.

For the purposes of this program, the RMRC was defined as an amount less than 51 percent of the After Rehabilitation Value (ARV) of a property. This valuation system is somewhat more lenient than typical banking investment practices which establish rehabilitation cost limits based on bank's willingness to lend. A bank will typically lend up to 80 percent of the assessed value of a property less the debt owed on a property. Banking practices do not take into account owner pride or sweat equity. The ARV on a property can be fairly estimated by three means.

- (1) An appraiser's assessment of existing market value plus the value of proposed improvements,
- (2) The value of new construction of the same size as the proposed rehabilitation project, or
- (3) A value equal to 100 percent to 110 percent of the median value of housing surrounding (within a one- to five-block area) the residence in question.

The most accurate method, and the only method which can award value for neighborhood cohesiveness, is the method of using an appraiser's services. This was not economically feasible for this project. Method 2 was therefore chosen for the analysis since data on property square footage was readily available.

The final step in the analysis was to impose an economic test on each residential structure to determine its relative suitability for rehabilitation. A data base program using the computer was written for the rehabilitation economic test. The program included the following steps:

- (1) If the RMRC for rehabilitation is less than or equal to the allowable rehabilitation cost, AND the property is owner occupied, then YES, the property is a potential for rehabilitation.

(2) If the RMRC for rehabilitation is less than or equal to the allowable rehabilitation cost, AND the property is not owner occupied, then POSSIBLY the property is a potential for rehabilitation.

(3) If the RMRC for rehabilitation is greater than the allowable rehabilitation cost, the property is not a potential for rehabilitation.

- Property Ownership/Occupancy

Property ownership and occupancy is an indicator of neighborhood health and character. A high percentage of owner-occupied housing usually indicates a stable neighborhood, while a high percentage of renter-occupied housing often indicates less stability.

On Figure 4, "Neighborhood Property Ownership/Occupancy," this same indicator of neighborhood health and character is defined by four categories:

- Owner Occupied
- Renter Occupied
- Vacant Building
- Vacant Lot

Because of prior knowledge that the City of Mesa owns a large number of parcels, these four indicators were categorized to represent public property and private property.

Private Property

Approximately 83 privately owned and occupied buildings are located in the study area, while approximately 33 rented occupied buildings and 68 rental units, are located in the study area.

Approximately 21 privately owned vacant lots and 4 vacant structures are located in the study area.

Public Property

The City of Mesa and the State of Arizona with the National Guard facility are the two major public land owners. The City of Mesa currently operates the Escobedo Housing Project of 35 buildings consisting of 103 rental units. The City has also acquired approximately 33 residential lots within the neighborhood. Seven of these lots are being used for the community garden located on Serrine Street.

- Public Facilities and Utilities

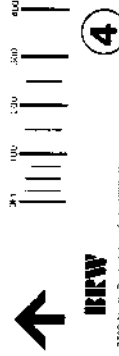
Neighborhood Facilities and Utilities inventories the type and amount of public infrastructure located within the study area to accomplish two tasks. The first task relates to the level of commitment made by the City

Neighborhood Property Ownership/Occupancy

PRIVATE PROPERTY		VB	VL
OO	Owner Occupied	VB	Vacant Building
RO	Renter Occupied	VL	Vacant Lot
PUBLIC PROPERTY*		VB	VL
OO	Owner Occupied	VB	Vacant Building
RO	Renter Occupied	VL	Vacant Lot

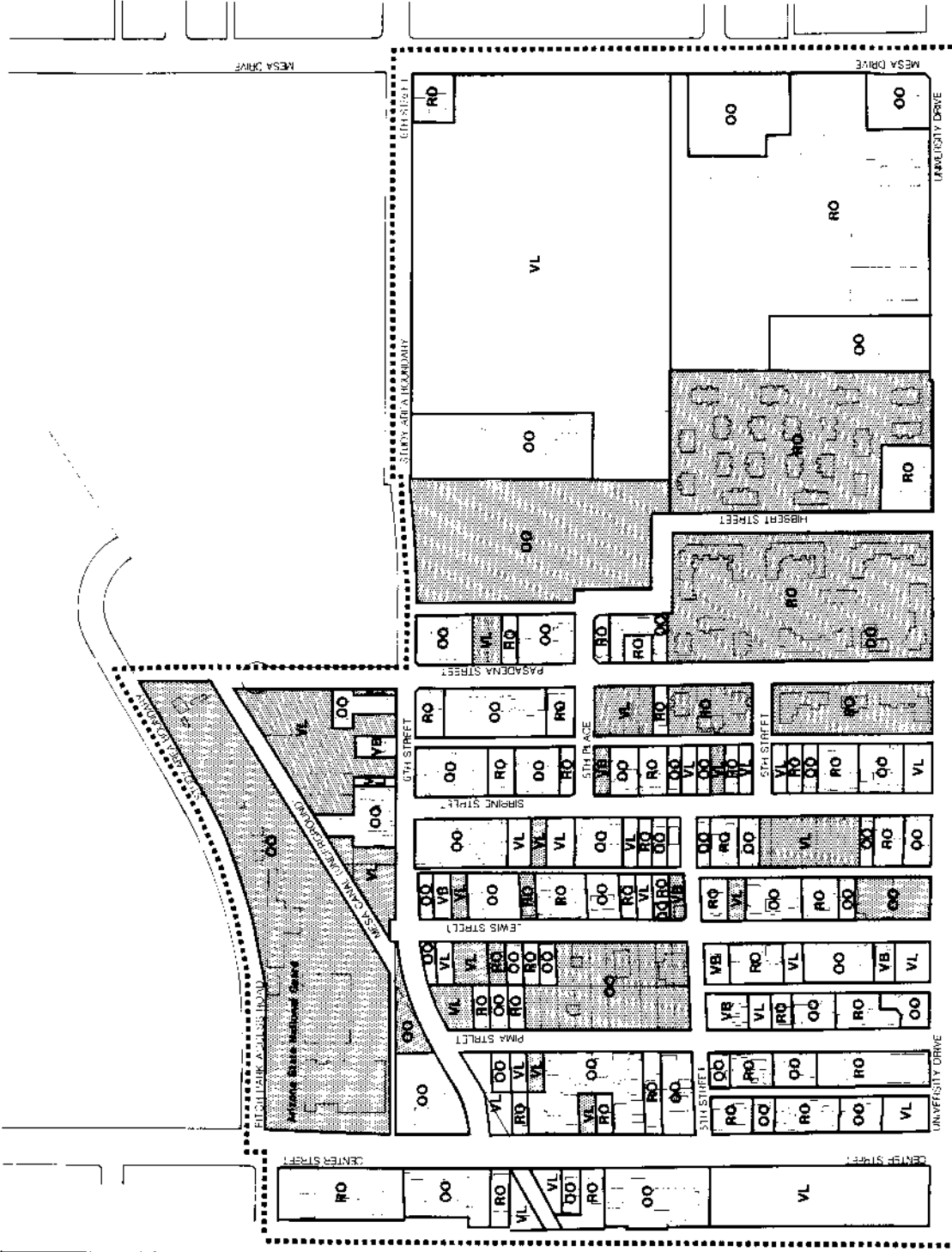
* CITY OF MESA LAND USES OTHERWISE DESIGNATED

Source: BRW Inc., City
of Mesa, and Maricopa
County Tax Assessor's
Records, June 1986



7700 North Central Ave. Suite 3000 Mesa, AZ 85224-1091

City of Mesa



Washington Park - Escobedo Neighborhood Redevelopment Study

to provide services to neighborhood residents, while the second task relates to the potential for redevelopment based on the condition of the existing infrastructure. The existing neighborhood facilities and utilities are illustrated on Figure 5, "Neighborhood Facilities and Utilities".

Neighborhood facility categories consist of parks, street lighting, fire hydrants or other public properties. Neighborhood utility categories consist of gas, water and sewer service. Following is a listing of the facilities and utilities located within the Washington Park-Escobedo Neighborhood.

Facilities

Washington Park and the Washington Park Activity Center, located on 1.7 acres, provides basketball courts, a playground and an activity center which coordinates recreation programs.

Escobedo Park, located on 3.8 acres, provides a lighted baseball/softball field.

Community Garden, on 0.7 acres, provides land for neighborhood families and senior citizens to grow vegetables.

Housing Authority of the City of Mesa, provides housing services such as rental assistance, rehabilitation guidance, etc. to low-income property owners.

Mesa Fire Training Academy, on 1.3 acres, functions as a practice/training area for the Mesa Fire Department (scheduled to be moved to East Mesa at a future date).

Arizona Army National Guard, on 4.4 acres, functions as the armory for the Mesa area with vehicle and materiel storage.

Other facilities such as light, utility and transmission poles, and fire hydrants were inventoried to determine the approximate spacing, which appears to be adequate.

Utilities

Gas mains, approximately 16,000 linear feet, range from 15 to 45 years old. Most mains within the neighborhood core are from 40 to 45 years old.

Water mains, approximately 18,000 linear feet, range in size from four inches to 24 inches, composed of either asbestos-cement, cast iron or steel cylinder, and range from approximately two to 45 years old. Based on size standards to ensure adequate pressure for domestic use and fire protection, and normal age deterioration, approximately 4,000 linear feet of mains will need to be replaced in the future.

Neighborhood Facilities and Utilities

- Gas Main
- Water Main
- Sewer Main
- Light Pole
- Utility Pole
- Transmission Pole
- Fire Hydrant
- City Parks
- Facilities

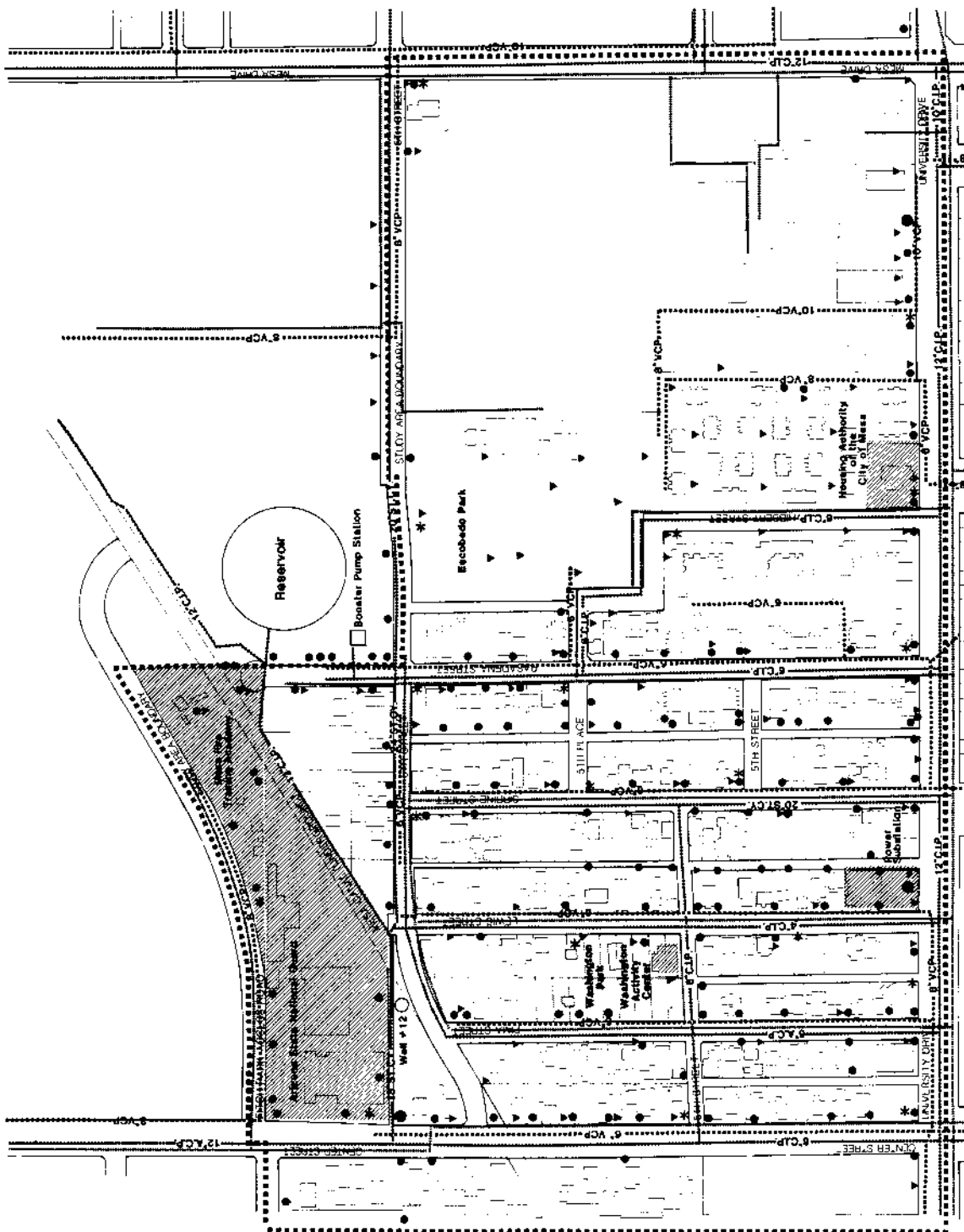
Source: BRW Inc., City
of Mesa Utility Maps,
June 1986



5

BRW
2700 North Central Ave. Suite 1000 (480) 334-1541

City of Mesa



Washington Park • Escobedo Neighborhood Redevelopment Study

Sewer lines, approximately 13,000 linear feet, range in size from six to ten inches and from one to 45 years old.

Neighborhood facilities and utilities for the most part appear to be adequate. Recreational opportunities from Washington and Escobedo Parks are numerous, ranging from outdoor sports to indoor games, while other essential facilities such as street lighting are new. Utility services appear to be sufficiently provided, with most of the distribution systems meeting size and age standards. However, some water mains are undersized and are nearing 50 years old which, as a rule-of-thumb, indicates replacement sometime in the future, especially if higher-density redevelopment occurs.

- Existing Transportation System

The Existing Transportation System describes traffic and pedestrian circulation systems to determine any problems occurring within the study area, as illustrated on Figure 6, "Existing Transportation System". Seven elements of the transportation system were inventoried as follows:

- Average daily traffic volumes were obtained by reviewing the 1986 City of Mesa Traffic Volume Map, which inventoried volumes on Center Street, University Drive and Mesa Drive. Center Street and University and Mesa Drives are all currently operating at acceptable service levels for arterial streets, with only average traffic delays occurring.
- Traffic signals are located at the intersections of University Drive at Center Street and University Drive at Mesa Drive.
- Major streets are Center Street, University Drive and Mesa Drive.
- Local collector streets are Sixth Street and Pasadena Street.
- Parking areas are located throughout the study area with the largest areas associated with commercial/office uses and the smaller areas generally associated with residential (Escobedo Housing Project) or semi-public (churches) uses.
- Stop signs are located primarily within the neighborhood core to apparently discourage non-neighborhood traffic.
- Pedestrian walkways are pedestrian routes, other than sidewalks, that are created and utilized by neighborhood residents as direct routes to destinations such as Fitch Park or the Lucky Supermarket area.

Existing Transportation System

1986 Average Daily Traffic Volume

Source: City of Mesa Traffic Engineer

Signalized Intersection

Controlled access with signalized intersections

Major Street

Local Collector

Parking Area

Stop Sign

Pedestrian Walkway

Source: BRW Inc., City of Mesa 1986 Traffic Volume Map, June 1986

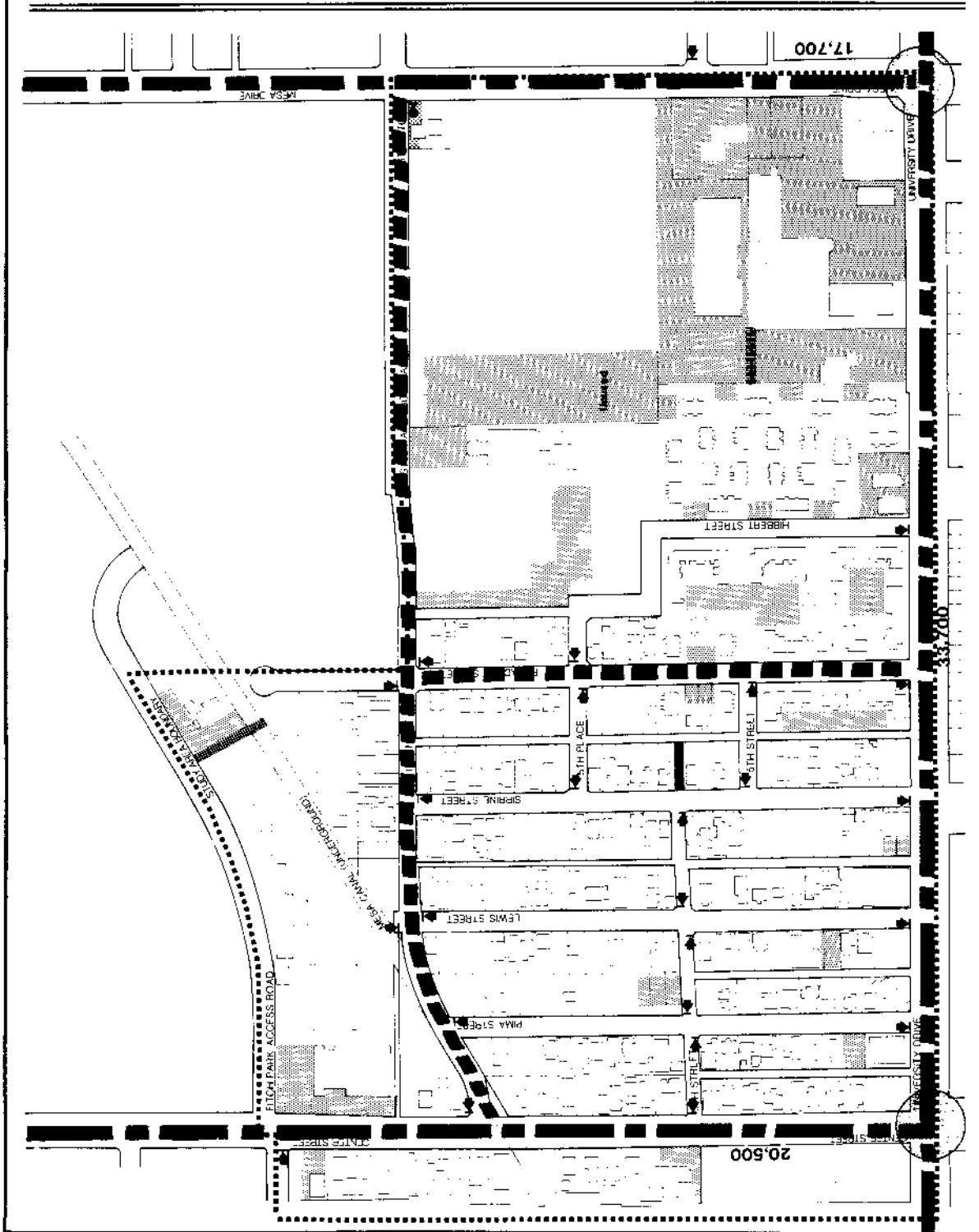


6

BRW

2700 North Central Ave. Suite 1600, 60071-2241, 1981

City of Mesa



Washington Park • Escobedo Neighborhood Redevelopment Study

Socio-Economic Conditions

- Social

1980 Census data was utilized to identify current neighborhood socio-economic conditions, as the 1985 Special Census failed to provide information by block group areas.

Table B-3, "Summary of Neighborhood Characteristics," delineates the 1980 social and economic characteristics of the neighborhood as compared with the City of Mesa's overall characteristics. Table B-4, "1970 to 1980 Comparison," illustrates the changes in the neighborhood since the Washington Park Enhancement Design Plan was developed in 1977. It should be noted that the data was greatly affected by the social and economic characteristics of the Escobedo public housing project residents, who must be low-income families in order to qualify for residency within the project's 103 units.

- Population

Total population within the Washington Park/Escobedo Neighborhood was 950 according to the 1980 Census. Minorities accounted for 78% of this population with 37% Black, 41% Hispanic and 22% White or Other. This breakdown represents a shift in population character from 1970 when Hispanics accounted for only 25% of the population and Whites and Others accounted for 32% of the population.

The percentage of elderly and persons under 18 has remained fairly constant since 1970, with 10% elderly and 38% under 18, according to the 1980 Census.

Of the privately owned housing units, (excluding the 103 unit Escobedo Public Housing Project) 40% were owner occupied, down from 50% in 1970, resulting in tenant occupied properties increasing from 50% to 60%.

- Economics

Predominately low neighborhood incomes prevail with approximately 44% of the residents' income below the poverty level in 1980. Unemployment was high (10.7%) and the 1980 median income was less than 50% of the City's median income for the same year. Only 34% of the neighborhood's adult population had a high school or better education which was reflected in the achieved income levels. Since 1970 the number of households below the poverty level has drastically increased from 15% of the population to 44%.

- Housing

According to the 1980 Census, 276 year-round housing units were located within the Washington Park/Escobedo Neighborhood, divided between 103 units located in the Escobedo Public Housing Project, and 173 units privately owned. Primarily single family in nature, the neighborhood has 84% of the dwelling units built as one unit structures.

TABLE B-3
SUMMARY OF NEIGHBORHOOD CHARACTERISTICS

POPULATION	WASHINGTON PARK	MESA
Total Population	950	152,453
Black	36.8%	1.2%
Hispanic	41.5%	9.1%
White/Other	21.7%	89.7%
Under 18	41.5%	30.0%
Over 65	9.7%	11.2%
Female Headed Households	49.0%	10.0%
# Persons per Family	4.38	2.8
ECONOMIC CHARACTERISTICS		
Below Poverty Level	44.3%	8.5%
Unemployed	10.7%	5.1%
Median Household Income	\$ 8,242	\$ 17,840
Mean Social Security Income	\$ 3,906	\$ 4,443
25 Years of Age-High School or Better	34.4%	78.5%
HOUSING CHARACTERISTICS		
Total # of Year-Round Housing Units	276	60,132
# Occupied Units	269	54,148
Owner	24.5%	68.9%
Renter	75.5%	31.1%
Median Property Value	\$ 22,589	\$ 64,100
Median Rent	\$ 112	\$ 264
Average # Persons per Unit	3.3	2.8

Source: U.S. 1980 Census, April 1980, and City of Mesa, Planning and Community Development.

TABLE B-4
1970 TO 1980 COMPARISON

	1970	1980
POPULATION		
Total	1,085	950
Black	43.0%	36.8%
Hispanic	25.0%	41.5%
White/Other	32.0%	21.7%
Under 18	38.0%	41.5%
Elderly	10.0%	9.7%
Below Poverty Level	15.0%	44.3%
HOUSING		
# Units	281	276
# Privately Owned Units	175	166
Private Owner Occupied	50.0%	40.0%
Private Renter Occupied	50.0%	60.0%
Average Property Value	\$ 8,243	\$22,980
Median Rent	\$ 53	\$ 112

Source: U.S. 1970 Census and U.S. 1980 Census, Characteristics of Housing Units and Population

Median property values were \$22,580 in 1980, approximately one-third of the City's median property value of \$64,100. Corresponding to the low property values, the neighborhood median rent of \$112 was less than half of the City median. These low property values and low rents are indicative of the deteriorated condition of the housing stock as indicated by the housing conditions survey conducted in May 1986.

Residents' Issues of Concern

The "Residents' Issues of Concern" section summarizes the residents' perception of the Washington Park/Escobedo Neighborhood. The issues provided in this section are derived from analysis of the inventory data, discussion during several Washington Park/Escobedo Neighborhood public workshops, and the neighborhood survey which was distributed to and filled out by the residents of the Washington Park/Escobedo Neighborhood.

The results from the neighborhood workshop which addressed residents' issues of concern are listed in Table B-5, "Residents' Issues of Concern". The results from the resident survey have been tallied and listed in Table B-4, "Washington Park/Escobedo Neighborhood Resident Survey".

TABLE B-5

RESIDENTS' ISSUES OF CONCERN

ENVIRONMENT

- Too much noise
- Landscaping in the neighborhood
- Weed control on City property
- Drugs (growing marijuana)
- Abandoned vehicles on City property
- Animal control

HOUSING

- Better housing
- Single family housing
- Low income rentals
- Residential housing built on vacant lots

PUBLIC FACILITIES

- Need security patrol
- Lower utilities cost
- Traffic is too fast
- Clean streets
- Careful trash pick-up
- Lighted alleys
- Better neighborhood lighting
- Family oriented parks
- City pest control

Washington Park • Escobedo Neighborhood Revitalization Study

Resident Survey

April 1986

Please complete the following survey by putting an X next to your answer in the blank to the left of the answer.

1. Which of the following features of your home appear to be in good condition or needing improvement?

	<u>Good Condition</u>	<u>Need Improvement</u>	<u>Don't Know</u>
a. Window Screens	<u>10</u>	<u>15</u>	<u>2</u>
b. Windows	<u>12</u>	<u>13</u>	<u>1</u>
c. Water Pressure	<u>12</u>	<u>13</u>	<u>8</u>
d. Water Heater	<u>14</u>	<u>9</u>	<u>5</u>
e. Plumbing Fixtures (bathtub/shower sink, toilet)	<u>10</u>	<u>15</u>	<u>4</u>
f. Heating	<u>16</u>	<u>11</u>	<u>2</u>
g. Cooling	<u>15</u>	<u>12</u>	<u>2</u>
h. Electrical outlets and fixtures	<u>11</u>	<u>16</u>	<u>4</u>
i. Floors	<u>13</u>	<u>12</u>	<u>1</u>
j. Ceilings	<u>12</u>	<u>13</u>	<u>3</u>
k. Walls (interior)	<u>12</u>	<u>13</u>	<u>3</u>
l. Security (deadbolt locks on doors locks on windows)	<u>9</u>	<u>16</u>	<u>3</u>
m. Pest Control (bugs, rats, etc.)	<u>12</u>	<u>11</u>	<u>4</u>
n. Yard (landscape)	<u>14</u>	<u>11</u>	<u>1</u>

TABLE B-6



2. If money was available, would you be interested in applying for these funds to fix-up your house?

8 Yes

6 No

12 Do not Know

3. If money was available to fix-up your house which three items would you fix first? Please answer by letter.

First See responses following question 14.

Second See responses following question 14.

Third See responses following question 14.

4. To fix-up your house, how would you prefer to do it?

4 By yourself

9 By yourself with help from a contractor

10 By a contractor

5. To fix-up your house, what items would be most helpful?

3 Information or classes on how to fix-up the house

 Access to hand tools and power tools

17 Information on how to have the house fixed-up by a contractor

6. In your opinion, which of the following housing types should be built or rehabilitated in your neighborhood?

19 Single-family

2 Apartments

6 Duplex (2 Units)

Other (please specify)

7. What type of housing do you live in now?

20 Single-family

3 Apartments

2 Duplex (2 units)

Other (please specify)

8. If similar housing was available near, but outside the Washington Park/Escobedo Neighborhood, would you move there?

6 Yes

12 No

Do not know





9. If you were going to move from the neighborhood, when might this happen?

<u>4</u>	Within one year
<u>1</u>	Within one to two years
	Within two to five years
<u>19</u>	Do not know

10. How much is your monthly rent or house payment?

<u>13</u>	\$0-50	<u>2</u>	\$201 - 250
<u>3</u>	51-100	<u>1</u>	251 - 300
<u>2</u>	101-150	<u>1</u>	More than 300
	151-200		Do not know

11. What are your average monthly utility costs (gas, electricity, water, etc.)?

<u>1</u>	\$0-50
<u>7</u>	51-100
<u>7</u>	101-150
<u>9</u>	151-200
<u>2</u>	201-250

12. What age category are you in?

<u>2</u>	25-35
<u>3</u>	36-45
<u>3</u>	46-55
<u>6</u>	56-65
<u>13</u>	65+

13. What is your yearly household income range?

<u>6</u>	0-\$5,000
<u>9</u>	5,001-10,000
<u>1</u>	10,001-15,000
<u>3</u>	15,001-20,000
<u>1</u>	20,001-30,000
<u>1</u>	30,001-40,000
	40,000+

14. What street do you live on?

Thank you for completing this survey. The information from this survey will be helpful in guiding future neighborhood revitalization projects.



Responses to question 3:

"If money was available to fix-up your house which three items would you fix first? Please answer by letter.

First

- h. (5 times) Electrical
- f. (2 times) Heating
- e. Plumbing
- i. Floors
- j. Ceilings
- k. Walls

Second

- i. (3 times) Floors
- a. (2 times) Window Screens
- e. Plumbing
- g. Cooling
- j. Ceilings
- k. Walls
- l. Security
- h. Yard

Third

- i. (2 times) Floors
- j. (2 times) Ceilings
- e. Plumbing
- h. Electrical
- n. Yard

B.2 NEIGHBORHOOD PLANNING STUDIES

Reviewing past studies provides a better understanding of the planning and social context of the Washington Park/Escobedo Neighborhood.

The past studies which are reviewed and presented include:

- Mesa General Plan, City of Mesa, 1982
- Housing Element Update for Mesa, Arizona, 1978
- Washington Park Neighborhood, Its Present and Future, Draft, 1985
- Washington Park/Escobedo Neighborhood Steering Committee, 1985

Mesa General Plan, City of Mesa, 1982

In 1982 the City of Mesa prepared a general plan update. This update was to revise "The Mesa 1990 General Plan" and the "Mesa 1990 General Plan Implementation Guide". Due to a large population increase and the subsequent physical growth this update became necessary. Policies significant to the Washington Park/Escobedo Neighborhood are found within the Housing and Land Use General Plan Elements, which are described as follows.

Three housing policies are suggested for all of Mesa, as well as the Town Center. They are: 1) to compose a unique neighborhood character; 2) to rehabilitate, infill or revitalize older neighborhoods, particularly those in the City's Electrical Service Area that surrounds the Town Center; and 3) to protect and prevent neighborhood deterioration.

Most of the Land Use Goals describe policies which basically deal with new growth and development except for the policy stating that Mesa should stress "infilling" and development of lands currently within the City in order to develop a more cohesive and cost efficient (in terms of public service) urban form.

Future land use for the City is categorized into six growth areas for discussion purposes. Part of the Washington Park/Escobedo Neighborhood is within one of the City's designated "Reinvestment Areas". Reinvestment Areas are defined as "...where it is anticipated both public and private reinvestment efforts will be focused to promote additional growth."

As illustrated on the "Year 2000 Land Use Plan (Generalized)", housing within the neighborhood is to be of lower density, with five or less dwelling units per acre. It could be interpreted that those densities are inconsistent with the Plan's basic assumptions that overall housing density will increase, available developable land in Mesa will be "built-out" by the Year 2000, and that infilling, defined as "...vacant or underutilized property development, will continue as a trend to provide convenient central locations for higher density housing".

The General Plan as discussed, describes the Washington Park-Escobedo Neighborhood as an area where revitalization should occur through infill.

Housing Element Update for Mesa, Arizona, 1978

Written to update the 1971 Housing Element, the 1978 Element was composed of three major sections:

- Housing Needs Analysis, which reviewed current needs in terms of adequate housing stock, residential quality, income levels, overcrowding, and housing conditions. Under housing conditions, the area identified as Inner Mesa which includes the Washington Park-Escobedo Neighborhood, had 96 percent of the City's substandard housing located within its boundaries.
- Summary of Supply Demand Relationships, which reviewed building production and forecasted five- and ten-year building trends.
- Housing Element Action Program for Mesa, which identified housing goals and a Master Housing Scenario. The goals and sections which relate to the Washington Park-Escobedo Neighborhood are outlined below.

Housing Goals

- Mesa should attempt to preserve existing residential areas as viable residential neighborhoods.
- Mesa should promote creation of identifiable residential "neighborhoods" on the basis of common social, economic and physical housing and neighborhood characteristics.
- Mesa should strive to insure that decent, safe and sanitary housing is available to all Mesa citizens.
- Mesa should seek to improve building conditions in areas of substandard housing and to encourage future developments to be built and maintained at high levels of construction quality.
- Develop programs to achieve the housing and neighborhood goals identified that encourage maximum local participation and community support.

Master Housing Scenario

- Review and amend (if necessary) current ordinances to insure conformity with and support of public and private redevelopment (enhancement) efforts.
- Examine all residential areas in Mesa to determine:
 - Where public and private service deficiencies exist.
 - Where land use conflicts, land fragmentation or other physical problems exist which may adversely affect residential areas.

- Where chronic housing problems such as overcrowding, marginal and substandard dwellings exist.
- Undertake programs to eliminate deficiencies identified above, beginning with the neighborhoods most in need, particularly within Inner Mesa.
- Develop housing rehabilitation programs to assist those residents willing to help themselves in neighborhoods with the greatest long term residential potential, and where such programs spur additional redevelopment (enhancement) activities.
- Investigate and consider the housing needs and preferences of minority groups, the elderly, and the young, when developing neighborhood and housing improvement strategies.

A major section of the housing update included a pilot study for Residential Enhancement within the Washington Park-Escobedo Neighborhood.

The plan was devised to demonstrate how a combination of private housing rehabilitation and public infrastructure improvements can revitalize older neighborhoods in the Inner Mesa area. Recommended elements of the plan, known as the Enhancement Design Plan, included:

- Housing, to repair the interiors and exteriors of substandard buildings and to construct low cost housing, townhouses and duplexes, aided by federal subsidies;
- Residential Quality Enhancement, to improve neighborhood maintenance by providing better street cleaning and trash collection, and to clean up vacant lots throughout the neighborhood.
- Recreation, to add picnic facilities to Washington Park and to construct a small children's playground near 5th Street and Pasadena Street.
- Safety, to control speeding vehicles through the neighborhood by constructing textured crosswalks and curb extension, and to provide better neighborhood lighting along principal streets and alleys.

Implementation of the plan would be accomplished through:

- a coordinated low interest loan, grant, and rent subsidy program to rehabilitate/replace housing.
- planning and zoning support which would recommend to create a "Neighborhood Enhancement District".
- capital improvements to include street, streetscape and park improvements.
- continued support of the Washington Park Neighborhood Organization, to keep residents informed of neighborhood developments, and to recommend modifications to redevelopment plans.

- private financing to rehabilitate housing and public financing to improve neighborhood conditions.

Washington Park Neighborhood, Its Present and Future, Draft, 1985

In reviewing the development history of the City of Mesa and of the Washington Park Neighborhood, this study establishes a base to prepare four redevelopment scenarios. These scenarios, prepared by community development staff, proposed different redevelopment efforts ranging from neighborhood conservation and rehabilitation to complete new and higher density development.

Similarities between all scenarios are that a residential core would remain, either as single family or multi-family, with multi-family emphasized on the total redevelopment scenario. North of 6th Street public use would predominate with the area almost equally divided between Fitch Park and the City's service center.

Recommendations of the study are as follows:

- Hire a planning consultant to refine the Washington Park redevelopment scenarios to reflect realistic costs and to provide general direction to the City Council.
- Appoint a neighborhood steering committee to provide input and neighborhood support.
- Establish a timetable to define opportunities and constraints in relationship to the planning study and neighborhood long term redevelopment.

Washington Park/Escobedo Neighborhood Steering Committee Preferred Plan, 1985

This short document presented the committee's neighborhood redevelopment program. Included were:

- The committee's goal, "to preserve, protect, and enhance the current residential lifestyle of the Washington Park Neighborhood".
- A plan of action to reassure residents of the City's intentions to have the area remain as a neighborhood, to identify and secure rehabilitation funding, to continue the steering committee to implement rehabilitation programs.
- Neighborhood concerns of increased traffic, noise, and odor generated by City Service Center expansion and buildings constructed that are higher than two stories, which would isolate the neighborhood.

The committee also presented their "Neighborhood Preferred Scenario" which was based upon review of the City's four redevelopment scenarios described previously. This scenario established the existing neighborhood core as single family while allowing construction of office, office/commercial, and multi-family developments along the neighborhood periphery.

B.3 PAST COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ACTIVITIES

Since 1975 the City of Mesa has utilized CDBG funds within the Washington Park-Escobedo Neighborhood to provide and upgrade community services and recreational facilities, to remove dilapidated structures, and to provide loans and grants for housing rehabilitation. Table B-7, "Community Development Block Grant Funding, Washington Park/Escobedo Neighborhood," illustrates the types of activities conducted within the neighborhood on an annual basis.

Community Facilities and Services

As illustrated in Table B-4, a majority of the pre-1980 funds were allocated for the site acquisition, construction and improvement of the Washington Park Activity Center which is located on the old Booker T. Washington School site at 44 East 5th Street.

Since 1980 significant resources have been expended or are budgeted for upgrading Escobedo Park which is located in the northeast corner of the neighborhood. Other general neighborhood improvements have included removal of vacant and hazardous structures, neighborhood sidewalk replacement, and providing additional street lighting adjacent to Escobedo Park.

Housing Rehabilitation

In response to the housing needs identified in the Washington Park Enhancement Design Plan, the City contracted with the Phoenix Urban League in 1979 to rehabilitate owner occupied homes. The Urban League program provided on-the-job construction training for unemployed or underemployed persons through rehabilitating existing structures in Mesa's inner city neighborhoods.

TABLE B-7

COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING
WASHINGTON PARK/ESCOBEDO NEIGHBORHOOD
THROUGH DECEMBER, 1986

CDBG PROGRAM YEAR	TYPE OF ACTIVITY	AMOUNT
1975	Purchase Old Washington School Site \$ 35,996	
1976	Provide Neighborhood Recreation Center	118,878
1977	Provide Playground and Picnic Equipment at Center	33,808
1978	Housing Rehab Project Initiaed (Urban League)	9,000
	Demolition of Vacant Structures (16 Buidlings)	8,511
1979	Housing Rehab -- 10 homes	30,500
1980	Housing Rehab -- 17 homes	82,600
	Neighborhood Cleanup	2,000
1981	Restrooms at Escobedo Park	67,299
	Housing Rehab -- 1 home	8,442
1982	Housing Rehab -- 1 home	2,110
	Sidewalks	90,595
	Neighborhood Cleanup	1,800
1983	Housing Rehab	-0-
	Escobedo Park & Neighborhood Lighting	31,320
	Washington Neighborhood Center Expansion	76,310
1984	Housing Rehab -- 3 homes	7,247
	Demolition and Cleanup	2,500
1985	Housing Rehab -- 3 homes	28,375
	Escobedo Public Housing Modernization, Phase I & II	152,987
	Escobedo Park Rejuvenation	178,491
	Washington Park Plan-BRW Consultant	40,000
	Total Expended	\$1,008,769

CDBG PROJECTS -- IN PROGRESS OR PROPOSED

1986	Escobedo Public Housing, Phase III	132,000
	Housing Rehab (Est: 5 DPL/4 Grants)	74,500
	Project to be determined	100,000
	Total Budgeted	\$ 306,500

TOTAL BUDGETED AND EXPENDED THROUGH DECEMBER, 1986 \$1,315,269

Source: Mesa Community Development Project Status Report

Rehabilitation work concentrated on upgrading electrical and plumbing services, replacing water heaters, repairing or replacing windows and doors, venting gas furnaces, repairing or replacing existing roofs, and repairing or replacing evaporative coolers. Owners receiving assistance were in most cases elderly and minority. The average grant funded under this program was \$4,696.00.

Program costs, mainly for the purchase of construction materials and labor, were provided with CDBG funds, and from 1979 to 1981, twenty homes within the Washington Park/Escobedo Neighborhood were rehabilitated. Two other City housing rehabilitation programs were provided through CDBG funding. First, an emergency grant program has been established to provide up to \$3,500 to address health and safety repairs on homes occupied by low and moderate income owners. Second, a deferred payment loan program, providing up to \$15,000 for code and incipient code violations has been made available to low and moderate income homeowners. Twenty percent of the deferred payment loan is forgiven for each year of residency after the rehabilitation work has been completed for five years. As of May 1986, three emergency grants and four deferred payment loans have been utilized in the neighborhood.

The City has also instituted a Below Market Interest Rate rehabilitation loan distributed through local banks to homeowners to complete necessary home repairs. To make the program work, the City utilizes CDBG funds to write down the loan's interest rate to an affordable level for low and moderate income homeowners.

B.4 NEIGHBORHOOD REDEVELOPMENT FUNDING SOURCES

Future redevelopment funding sources available for housing rehabilitation and neighborhood revitalization for the Washington Park/Escobedo Neighborhood include:

- Housing Rehabilitation Funding
- New Housing/Infill Housing Funding
- Property Acquisition Funding

These funding sources are available at several government levels (i.e. federal, county) and at private levels. A summary of several programs and loans available through the funding sources identified above include:

Housing Rehabilitation Funding Sources

- Federal Resources

Community Development Block Grant Program

The City of Mesa as an entitlement city (above 50,000 population) annually receives Community Development Block Grant funds (CDBG) from the U.S. Department of Housing and Urban Development (HUD) to implement a variety of community development activities which promote neighborhood revitalization, economic development and improvement of community facilities and services. This resource is the major Federal tool available to cities to rehabilitate neighborhoods.

Emergency Grant Program (EGP)

This program provides up to \$3,500 for repairs which threaten the health and safety of the occupants. In order to qualify the residents must:

- 1) Be an owner-occupant
- 2) Have an income of less than 80 percent (80%) of the area median
- 3) Be either elderly or handicapped if applying as a single-person household.

Constraints: Funds are limited with approximately 10 to 15 grants available in fiscal 1985. Homeowners who receive this grant are considered ineligible for the Deferred Payment Loan Program.

Deferred Payment Loan Program (DPL)

This program provides up to \$15,000 for the correction of code and incipient code repairs. No monthly payments or interest is charged to the recipient. A lien is placed on the property for the total amount of the loan. The amount of the lien is reduced by 20% annually for a five-year period, at which time the loan is completely forgiven. Homeowner eligibility requirements are the same as those outlined under the Emergency Grant Program.

Constraints: Funds are limited, with 30 to 40 loans available in fiscal 1985. Title problems may prevent the placement of a lien on the property. The maximum loan amount of \$15,000 may not cover the work required.

Below Market Interest Rate Loan (BMIR)

These home improvement loans are provided through a local private lender and must meet their established underwriting criteria. The city writes down the interest rate through the use of CDBG funds, reducing the monthly payment and thus making the loan affordable to moderate income households. The bank prepares the loan documentation and processes the loan payments. To date the City has completed a number of BMIR loans with Valley National Bank in which the interest rates were written down to 7 percent (7%) from the Bank's reduced rate of 11 percent (11%). The City is presently working with the Arizona Bank to develop a similar BMIR program to be utilized within Inner City Mesa. Such leveraging programs allow the City to further its rehabilitation efforts while expending less CDBG funds per unit and without incurring the administrative costs associated with processing loan applications and servicing loan agreements. These loans may be piggybacked with present City programs (i.e. EGP and DPL) to provide the funds necessary to totally rehabilitate a structure which might not otherwise be considered for rehabilitation due to the extent of the repairs required.

Constraints: Finding qualified homeowners (i.e. acceptable credit risks with the incomes necessary to repay the loans) with clear title to the property to be rehabilitated may prove difficult in lower income communities.

Rental Rehabilitation Program

This program provides up to \$5,000 per unit in grant funds on a matching basis to rental properties located in a stable area whose median income does not exceed 80 percent (80%) of the median for the MSA. For each \$5,000 increment in grant funds the City receives on Section 8 housing voucher. The rent subsidy provided by the voucher is made available to allow lower income tenants to remain in the property or enables them to relocate to other suitable housing. To insure the program benefits families with children, at least 70 percent (70%) of the City's Rental Rehabilitation funds must be used to improve units containing two or more bedrooms.

Constraints: Owner applicants must agree not to convert the units to condominiums for a ten-year period. Conversion during this ten-year period would require repayment of the grant less 10 percent (10%) for each year following the rehabilitation. Owners must also comply with the City's established affirmative marketing plan in filling vacancies for a period of seven years after receipt of the grant. The program fails to provide administrative monies to operate the program thus requiring the City to use its own resources to carry out the program.

312 Loan Program

This program provides direct federal low interest loans for the rehabilitation of properties located in CDBG and Urban Homesteading areas. Although Federal funding of the program was terminated in 1984, revolving funds are available from the repayment of prior loans. Loans of up to \$27,000 per dwelling unit at 3 percent (3%) (plus 1 percent (1%) origination fee) are available for a term of 20 years (of 2.3 of the economic life of the structure after rehabilitation).

Constraints: Funding for this program is very sporadic and requires and established staff including finance counselors, rehabilitation specialists and loan processors. Due to these administrative constraints only cities with such staff are utilizing the program.

Urban Homesteading Program

This program allows federally owned single family properties to be transferred to local governments for sale at a nominal cost (usually \$1.00) to qualified persons. These individuals or families are required to rehabilitate the property to local code standards within three years of purchase and must reside in the property for at least five years. CDBG loans and grants, 312 loan funds and private lending resources are generally utilized to rehabilitate Urban Homesteading properties.

City Requirements: An application for participation in the program, along with the designation of an area as an Urban Homestead neighborhood must be submitted to HUD.

Lump Sum Drawdown Program

The Lump Sum Drawdown program (LSDD) allows CDBG recipients to drawdown their CDBG funds in advance of their expenditure and deposit them with one or more financial institutions to establish a rehabilitation fund to rehabilitate privately owned properties. In consideration for these deposits, the lending institution must commit to providing some type of service or benefit which will further the rehabilitation efforts of the City's community development program. Eligible commitments might include the provision of rehabilitation financing at below market interest rates, or at higher risks than normal, or the provision of administrative services at a reduced cost for rehabilitation activities. The financial institution must pay interest on the deposits at a rate no more than three points below the borrowing rate on one year Treasury obligations.

Constraints: The first draw on the rehabilitation fund must be made within 45 days of the deposit and 25 percent (25%) of the fund must be disbursed within six months of the deposit.

- County Resources

Weatherization Program

This program provides up to \$1,000 per dwelling unit for home improvements which increase the energy efficiency of the home. Funds are generated at the Federal level and are allocated through the State to County Community Action Program (C.A.P.) Offices for disbursement to qualified homeowners. Repairs are now being carried out by the Chandler CAP office.

Constraints: If required repairs exceed the \$1,000 grant limit the property is disqualified for participation in the program. These resources are extremely limited but can be coupled with City CDBG funds to complete all necessary weatherization repairs.

- Private Resources

A survey of local banks, savings and loans and credit unions identified the following types of loans available for home improvements.

Property Home Improvement Loans

This type of consumer loan is made strictly for home improvements or repairs on owner-occupied properties. All such loans are secured by a Deed of Trust. Interest rates range from 12.5 to 14.5 percent depending on the amount of the loan and the points charged up front for placing the loan. Variable rate loans are also available through some lending institutions. The loan term ranges from 10 to 15 years again depending on the lender. The loan amount is based on the equity in the home. Generally the institution will lend up to 100 percent (100%) of the appraised value minus any outstanding debt on the property.

Successful applicants must have a good credit history, and their debts (including the home improvement loan payment) may not exceed 30 to 35 percent of their gross income.

Home Equity Loan

This loan can be used for home improvements as well as for other unrelated purposes and is secured by a Deed of Trust. The loan may be revolving in nature, allowing the owner to drawdown on the loan only as monies are required for payout, thus keeping his/her payments to a minimum until all work has been completed. Interest rates range from 12 to 14 percent depending on the lender and the number of points charged.

The maximum loan term is fifteen years. The loan amount is restricted to 70 to 80 percent of the appraised value, minus any existing debt.

As with Property Home Improvement Loans, applicants must have a good credit rating and their monthly debt payments (including the Equity Loan payment) may not exceed 30 to 35 percent of their gross monthly income. Because there are no restrictions on the use of the loan proceeds, financial institutions may use more stringent eligibility requirements.

Title I Home Improvement Loan

These loans are insured by FHA and are offered by a limited number of lenders. The present interest rate ranges from 13 to 14 percent. The maximum amount of the loan is 100 percent of the appraised value minus existing debt but may not exceed \$15,000. Loans are secured by a Deed of Trust and are repayable over a term not to exceed 12 years.

Community Reinvestment Act

The Community Reinvestment Act of 1977 requires Federally regulated lending institutions to help meet the credit needs of their entire community including low and moderate income neighborhoods. In compliance with this act, lenders must provide a map of their lending area and a description of credit services available within their designated community area.

Participation in such programs as the Below Market Interest Rate Loan Program and the HUD Lump Sum Drawdown Program requires lending institutions to comply with this Act. Many lending institutions have Community Reinvestment Officers or public relations staff who should be contacted with regard to community revitalization strategies the City might want to coordinate with lending institutions to maximize their revitalization efforts.

Although all of the above programs are potentially available, due to limited funding, only three (3) or four (4) of the programs are available in Mesa at the present time, through the City's CDBG funds.

New Housing/Infill Housing Funding Sources

- Federal Assisted Housing Sources

Public Housing

Public Housing Agencies (PHAs) develop and operate housing units for rent to low income tenants. The Federal government through the Department of

Housing and Urban Development (HUD), provides annual financial assistance to the PHA to cover debt service obligations and operating subsidies.

Public housing can be constructed on a project or scattered site basis. Also existing standard housing, or housing requiring rehabilitation may be acquired on the open market for use as public housing.

Constraints: No Federal funds have been allocated for public housing for fiscal year 1986 and none are budgeted for fiscal 1987. Also, construction in impacted areas (areas of low and moderate income population concentrations) was not allowed in 1985.

Section 8 Rental Assistance Program

This program provides rent subsidies to low-income households by paying the difference between the fair market rent (as established by HUD) and 30% of the households adjusted gross income. Rental assistance under Section 8 may be used in existing housing, in newly constructed housing and in moderately or substantially rehabilitated housing units which meet HUD safety and sanitation standards. Eligible housing is owned by either for-profit or nonprofit private owners, or managed by public housing agencies.

Section 8 Designated Rental Units are allocated to specific buildings on newly constructed and rehabilitated units. In this case the rent subsidy is designated to a specific unit. Public housing agencies apply directly to HUD for existing Section 8 units to disperse to eligible households who may use them in any privately owned unit within the city which meets HUD housing standards and does not exceed HUD Fair Market Rents. Section 8 is not a direct loan or insurance program, for the sponsor must obtain financing from other sources for new construction or rehabilitation.

Constraints: No new construction or substantial rehabilitation units are available for fiscal year 1986 and none have been budgeted for fiscal 1987. Limited funds are available for moderately rehabilitated units in fiscal 1986 and these funds will be allocated to agencies who have already submitted applications. (Mesa has not participated in this program). No Section 8 moderate rehabilitation monies have been budgeted in fiscal 1987 and existing units will be available on a limited basis in fiscal 1987 (50,000 units nationwide).

Section 202 Housing

Under this program HUD approves direct loans to eligible nonprofit sponsors for new construction or rehabilitation of rental or cooperative housing for the elderly or handicapped. The interest rate is based on the average U.S. Treasury Department borrowing rate for the preceding year. Sponsors also receive a set-aside of Section 8 housing assistance units to be used in the project. Only private nonprofit corporations or cooperatives may qualify as sponsors and eligible tenant households must either be headed by persons 62 years old or older or handicapped.

Constraints: Approximately 100 units will be available within Arizona for fiscal 1986. No Section 202 housing has been budgeted for fiscal 1987. A nonprofit sponsor such as the Salvation Army or a church organization must apply for the units, however the City may assist nonprofit sponsors by providing land and technical assistance for the project units.

Community Development Block Grant (CDBG) Assistance

Although the City may not use CDBG funds for new construction, funds can be used to assist private and/or nonprofit organizations in new housing construction for lower income persons by acquiring, clearing and completing site improvements, and by paying for the following preconstruction costs:

- site plans and preliminary cost estimates
- development of mortgage application and insured loan commitments
- processing fees associated with mortgage and insured loan commitments under Federally administered programs

Neighborhood based nonprofit organizations or local development corporations as defined by the Community Development Block Grant Regulations 24 CFR 570.204 (c) (1), (3) and (4) may utilize CDBG funds for new construction if such an activity is determined necessary to accomplish the City's Community Development Housing Plan.

● Other Sources

Relocation of Habitable Homes

With the November 1985 passage of Proposition 300, which taxes Maricopa County residents for freeway funding in the Phoenix Metropolitan Area, houses within freeway right-of-ways become a potential infill housing source. Presently houses within the Squaw Peak Parkway Corridor and the Papago Freeway Extension right-of-way are available for purchase, and within the next 3 to 5 years, houses within the Red Mountain Freeway right-of-way could become available.

The Arizona Department of Transportation (ADOT) contracts for demolition of all structures within freeway right-of-ways. Interested parties must purchase houses from the demolition contractor and move them to prepared sites. General cost estimates for this activity include \$2,000 for the house purchase and \$10,000 - \$15,000 for moving the structures. Once moved the house would require a new foundation and utility hook-ups, as well as repairs to walls and other structural items affected by the move. The total cost of housing using this resource could be as low as \$25,000 to \$30,000.

ADOT's Property Management Department can provide assistance as to the location of available housing and which demolition contractor to contact.

Constraints: Housing within freeway right-of-ways may be unfeasible to move due to their size or dilapidated condition. Also the city must be able to act quickly in identifying sites for housing and in negotiating with the demolition contractor. Once the Red Mountain Freeway alignment is determined, housing within the right-of-way should be surveyed to determine neighborhood and economic feasibility compared to the construction costs of a similar quality house.

Tax Exempt Bonds

Tax exempt bonds may be sold by the City to provide below-market mortgage financing for moderate income households. Under current Federal law at least 20% of the bond proceeds must be utilized by households whose income is 80% or less of the median area income. These mortgages can be placed on single family, townhouse or condominium units and mortgage processing can be provided through existing financial institutions.

Tax exempt multi-family housing or Industrial Revenue Bonds may also be sold to finance rental housing construction. Again, at least 20% of the units must be occupied by persons with incomes at or below 80% of the area median, and 90% of the bond proceeds must be used to finance rental property.

Constraints: Revisions to current Federal law regarding tax exempt bond issues by state and local governments are presently being considered in Congress. Volume limitations on the use of such financing have been established for each state but these may change along with the percentage of low and moderate income households which must be served by the bond proceeds. Due to the costs associated with bond sales, issues of less than \$10 to \$15 million are considered unfeasible.

Property Acquisition Funding Sources

● Acquisition

Resources: Community Development Block Grants (CDBG)
City Generated Funds

CDBG - Purchased at appraised value

Present City acquisition policy requires one City provided appraisal. If the owner disagrees with the purchase offer, they may obtain an appraisal from a certified appraiser to submit to the Mesa Housing Authority (MHA) for consideration. If the appraisals differ, a review appraisal is conducted to determine the purchase offer price.

City Generated Funds

Use of General Tax Revenues - Same as CDBG

Special Fund - Establish a Special Fund generated from impact fees and/or special assessments on new housing development outside of Inner City Mesa to encourage housing development within Inner City Mesa.

Cooperative Sales Agreement

Establish a process by which owners of vacant parcels and/or buildings agree to market their land with the City's assembled land at a predetermined appraised value for an established use. Arrangements can be made to determine which party (City or land owner) incurs the cost of marketing the combined parcels along with demolishing any remaining structures.

The City benefits by not incurring the acquisition cost, but still "controls" the total parcel and determines its resulting use. The owners receive fair market value for their property while not incurring the expense of negotiating a sales agreement. Also, sale possibilities are increased by the public/private combination.

- Demolition

Resources: CDBG
City General Fund

Costs for either resource may be reduced by contracting for many demolitions at one time.

- Relocation

Resource: CDBG

Temporary Relocation

Housing purchased in good or fair condition may be used temporarily for displaced tenants or owner occupants until permanent housing is constructed or until their property is substantially rehabilitated.

Mobile home placement on vacant parcels could also provide temporary housing for displaced occupants. This type of housing will blot the image of the neighborhood and should only be considered as a last resort measure.

Rent on all temporary housing units may not exceed the amount which the occupant was paying previously for housing costs. The remaining operating expenses will need to be paid for by the City, using CDBG funds along with the actual moving expenses required to relocate the occupants to temporary housing.

Permanent Relocation

CDBG funds of up to \$4,500 must be provided for each tenant household which will be displaced by CDBG funded acquisitions. If the tenant qualified for Section 8 assistance, and if Section 8 certificates were available, no replacement housing payment would be required, but the moving expense of \$500 would still be incurred.

CDBG funds must be allocated to provide up to \$15,000 in replacement housing payments and \$500 in moving expenses to each owner occupant who is displaced by CDBG funded acquisitions.

If acquisition is predicated upon the owner purchasing a replacement house within the neighborhood, these funds may be placed in an escrow account to be used as the replacement house down payment. However, if land is acquired and assembled for uses other than single family development, then no conditions would be attached to the acquisition and the owner could use the payment to relocate within or outside of the neighborhood.

Reminder: The replacement housing payment is the difference between the price paid for the owner's property and the cost of a comparable replacement dwelling or the cost of the actual house purchased, whichever is less. The homeowner will receive the price differential between the acquisition price of an existing house and the replacement price of a new house, and in some cases may not receive the total \$15,000 replacement housing payment.

- Rehabilitation

Resources: CDBG
Private Lending Institutions
Tax-Exempt Bond Sales

Rehabilitation Grants - CDBG

Rehabilitation grants, available with CDBG funds, can be used for the full rehabilitation cost or for the difference between the total rehabilitation cost and the owner's ability to secure loan funds for a portion of the costs. Both the City's present emergency assistance grant and deferred payment loan programs are essentially grants in that no monthly payments are required.

In the case of absentee owner properties, CDBG funds could be used to provide matching grants to rehabilitate rental properties contingent upon continuing affordable rents to present and future tenants.

Rehabilitation Loans

Direct loans to low and moderate income owner occupants or low and moderate income rental property owners can be made available for housing rehabilitation with CDBG funds.

Expansion of the City's Below Market Interest Rate Program with private lending institutions to provide interest rate subsidies or principal reduction payments to reduce rehabilitation loan costs to neighborhood property owners can be accomplished with CDBG funds.

The City could provide loan guarantees with CDBG funds to encourage a lender to place loans with neighborhood property owners at favorable rates. Tax-exempt bonds or taxable revenue bonds could also be sold by the City to provide rehabilitation loans to qualifying property owners.

Acquisition for Rehabilitation

In order to encourage owner occupancy of single-family housing in good and fair condition within areas targeted for single-family conservation, rental properties could be treated by:

- 1) The City purchasing the units and selling them for rehabilitation to either:
 - a) the existing tenant;
 - b) the relocated owner occupants or tenants;
 - c) moderate income City residents; or

- d) a local housing development corporation for rehabilitation and resale to owner occupants.
- 2) The City purchasing, rehabilitating, and then selling the units to either:
 - a) displaced neighborhood residents;
 - b) other neighborhood residents; or
 - c) moderate income City residents.

● New Construction

Resources: City - General Revenues
Special Assessments
CDBG - Section 570.204 (c) (1) and (3) eligible subrecipients
(neighborhood based nonprofit corporations and
local development corporations)
CDBG - Displaced owner occupants
Bond Funds - Mortgage financing

Approach #1

Monies from general revenues or from a special assessment fund (see acquisition) could be used to construct new affordable housing units on vacant parcels for sale to displaced neighborhood residents or to moderate income families from outside the neighborhood.

The replacement housing payment and the acquisition price paid to owner occupants displaced by housing demolition may be used as a downpayment or to cover the total unit construction cost. Any remaining balance could result in a forgivable lien on the property, an equity position in the property, or an actual mortgage procured by the new occupant.

Approach #2

Establish a local development corporation or neighborhood based nonprofit corporation to construct new units on vacant parcels. Start-up costs and construction costs by the entities could be provided with CDBG funding. Housing purchases could be funded from replacement housing payments and purchase prices paid to displaced neighborhood residents. The remaining balance could be resolved as in Approach #1.

Newly constructed homes purchased by displaced tenants or new neighborhood residents could be financed with FHA insured mortgages or with mortgage financing provided through the sale of tax-exempt housing revenue bonds sold by Maricopa County or the City of Mesa.

Approach #3

Displaced homeowners would hire a private contractor to construct a house of their choice on vacant land made available through acquisition by the City. The City would provide technical assistance in securing a contractor and would work with the contractor and the homeowner to insure construction completion. The owner's replacement housing payment and the sale proceeds on their house could cover the construction costs.

- Exterior Repairs and Landscaping

Resources: CDBG
Neighborhood Self-Help/Community Organization

CDBG Grants

Limited grants to repair fencing and sidewalks as well as to complete exterior repairs and house painting could be made available to property owners. Repairs could be completed by the property owner or by a contractor.

Community Organization

A community organization established specifically through the Washington Park Neighborhood Redevelopment Plan could coordinate community activities such as tree planting programs, neighborhood clean-ups, and home repair workshops to enhance the neighborhood's image. These type of activities are aimed at promoting a sense of neighborhood pride and identity through resident involvement.

If the organization became a nonprofit corporation it could also receive donations to support neighborhood beautification efforts as well as fund the organization's staffing needs. The Arizona Community Foundation, which acts primarily as a pass-through foundation for corporations and individuals should be contacted for possible grants to establish a Washington Park Neighborhood Organization.

- Administration

Resources: CDBG
City Tax Revenues

Mesa Housing Authority

The Mesa Housing Authority may need the following staff depending upon the plan implemented which may be funded with CDBG funds or City tax revenue funds.

- Relocation Counselor
- Financial Counselor/Loan Processor
- Rehabilitation/New Construction Specialist
- Project Coordinator/Community Organizer

If a Local Development Corporation is established to administer new construction or substantial rehabilitation activities, seed monies for its initial start-up costs will also be needed.

Administrative funds for housing acquisition costs, i.e. appraisals, title searches, closing costs, etc. must also be reserved and will be determined by the number of acquisitions programmed for each project year.

C • Goals and Objectives

The following goals and objectives were presented to provide a consistent basis upon which revitalization and redevelopment strategies for the Washington Park/Escobedo Neighborhood could be determined and implemented. These goals and objectives expressed the desires of the Washington Park/Escobedo Neighborhood residents and the City of Mesa with regard to future neighborhood improvements and character, and also formed the basis for selecting and designing specific programs and activities which utilized Community Development Block Grants (CDBG), City or other potential funding sources.

The goals and objectives are presented in four sections:

- Land Use
- Housing
- Neighborhood Image
- Public Facilities

LAND USE

Goal A: ENCOURAGE A STRONG RESIDENTIAL NEIGHBORHOOD IDENTITY.

Objective A-1: Except along University Drive and east of the Escobedo area, limit zoning within the neighborhood to residential categories.

Objective A-2: Retain and enhance Washington and Escobedo Parks as the major interior focal point of the neighborhood.

Objective A-3: Areas designated on the adopted Neighborhood Land Use Plan for strictly single-family use will be rezoned to a single-family zoning district (R1-6) to prevent speculative ownership and possible intrusion of multi-family dwellings.

Objective A-4: Where multi-family housing is permitted, it shall be of limited intensity to permit compatibility with single-family areas.

Objective A-5: Promote home ownership of multi-family dwellings.

Goal B: DEVELOP A STRONG NEIGHBORHOOD COMMERCIAL AND SERVICE NUCLEUS THAT BENEFITS THE NEIGHBORHOOD AND IS COMPATIBLE WITH ADJACENT RESIDENTIAL AREAS.

Objective B-1: Create a strong commercial/office center between 6th Street and University Drive along Mesa Drive.

Objective B-2: Establish primarily office usage only along University Drive.

Objective B-3: Minimize direct access to office/commercial parcels along University Drive by closing Pima and Lewis Streets as through streets and utilizing them as access drives.

Objective B-4: Promote the relocation of the National Guard out of the neighborhood.

HOUSING

GOAL A: ESTABLISH A VIABLE FAMILY-ORIENTED RESIDENTIAL CHARACTER WITHIN THE NEIGHBORHOOD.

Objective A-1: Provide home ownership opportunities for tenants currently living within the neighborhood.

Objective A-2: Provide opportunities for residents within the neighborhood who live in substandard housing units to be relocated to safe and substantial housing within the neighborhood.

Objective A-3: Provide, through housing rehabilitation or new construction, family type housing that includes at least three bedrooms.

Objective A-4: Existing housing scheduled to receive substantial rehabilitation (rehabilitation costs exceed 25% of after-rehabilitation appraised value) shall be rehabilitated to provide at least three bedrooms.

Objective A-5: Remove existing structures not suitable for rehabilitation (rehabilitation costs exceed 50% of the after-rehabilitation appraised value).

Objective A-6: Single-family residential units will, wherever possible, be provided with a minimum lot size of 4,500 square feet.

GOAL B: CONTINUE TO PROVIDE ASSISTED HOUSING PROGRAMS IN THE NEIGHBORHOOD.

Objective B-1: Maintain the existing rental assistance housing program in the Escobedo Housing Development.

Objective B-2: Expand the housing assistance program in the neighborhood by developing assisted housing for the elderly.

NEIGHBORHOOD IMAGE

GOAL A: CREATE A STRONG SENSE OF COMMUNITY AND NEIGHBORHOOD IDENTIFICATION.

Objective A-1: Extensive landscaping will be provided throughout the neighborhood particularly at high visibility areas such as along University Drive, Center Street and 6th Street.

Objective A-2: Primary entryways to the neighborhood (6th and Sirrine Streets) will be established as landscaped "gateways" into the neighborhood.

Objective A-3: Through streets, where not necessary for neighborhood safety, will be redesigned to minimize neighborhood through-traffic (e.g. cul-de-sac, street closures).

GOAL B: CREATE AN ATTRACTIVE LIVING ENVIRONMENT WITHIN THE NEIGHBORHOOD.

Objective B-1: Public places such as parks, pedestrianways to parks, public and private open spaces, and other public properties will be landscaped to help provide an attractive neighborhood setting.

Objective B-2: Front yard landscaping in single-family areas will be promoted.

Objective B-3: Commercial, service, office and multi-family developments will provide extensive landscaping and quality architectural character to stimulate a positive image of the neighborhood.

GOAL C: CREATE A SAFE LIVING ENVIRONMENT THAT WILL ENCOURAGE FAMILY-ORIENTED RESIDENTS.

Objective C-1: Removal of hazardous and/or abandoned equipment and vehicles will be accomplished as part of the neighborhood safety and beautification programs.

Objective C-2: Vacant and boarded structures which constitute hazards, especially to children, will be repaired and/or removed as quickly as possible.

Objective C-3: Non-residential activities that constitute safety or health problems or generate concerns for the public safety will be removed.

Objective C-4: Police presence will be continued to discourage crime and promote a feeling of safety.

Objective C-5: Lighting of streets and pedestrian activity areas will be enhanced, where necessary, to current City standards.

GOAL D: MAINTAIN THE EXTERIOR OF STRUCTURES AND PROPERTIES IN A SAFE AND ATTRACTIVE MANNER

Objective D-1: Neighborhood maintenance standards for building exteriors and yard will be established.

Objective D-2: Programs to assist in upgrading existing neighborhood conditions will be created (e.g. community clean-up programs; yard maintenance equipment lending program; provision exterior storage, etc.).

PUBLIC FACILITIES

GOAL A: ALL AREAS WITHIN THE NEIGHBORHOOD WILL BE PROVIDED WITH ADEQUATE PUBLIC FACILITIES.

Objective A-1: Where necessary, as part of rehabilitating the neighborhood, deficient, damaged or under-sized sewer and water lines will be replaced.

Objective A-2: Modification of existing streets to discourage through traffic will be implemented where feasible. Prior to reconstruction, temporary traffic diverters will be installed to test traffic flow and road system function.

D • Land Use Redevelopment Plan

Inventorying existing neighborhood conditions and forming redevelopment goals and objectives led to the next step in the planning process, to generate a land use plan.

The purpose of the land use plan was to indicate where general development types, i.e. residential, commercial, office were best suited, based upon the neighborhood's existing conditions and goals and objectives.

This chapter presents the Washington Park/Escobedo Neighborhood Land Use Redevelopment Plan. Prior to the Land Use Redevelopment Plan, three land use plan alternatives were developed. Although each alternative was unique, there were several elements common to each:

- A land use pattern was established to guide the neighborhood's revitalization.
- Target areas were established which could be viewed as a phasing plan.
- Estimated costs were accompanied by target area and revitalization activities (e.g. land acquisition, new construction, etc.).

Although the plans were similar in some respects, they differed in terms of long-term effects and costs. The one factor distinctively different in each of the alternatives was the relative emphasis on the different program activities used to revitalize the neighborhood. The different program activities are described below:

- **Property Acquisition**

The City may acquire property when a building is determined unsuitable for rehabilitation or a land use change is desirable.

- **Building Demolition**

Following property acquisition, a building may be demolished if it is deemed unsuitable for rehabilitation or a land use change is desirable.

- **Building Rehabilitation**

Building rehabilitation is the process of making a structure more habitable or repairing it to meet required building codes. Rehabilitation can consist of minor repairs such as painting, re-siding, replacing windows; or major repairs such as replacement of a roof or resetting a foundation.

- Occupant Relocation

If a building is scheduled for demolition, the City will assist in moving the existing resident, whether owner or tenant, to other housing.

- New Construction

New construction is any new single-family housing built within the neighborhood.

- Other Activity

Other revitalization activity that relates directly or indirectly to the Washington Park/Escobedo Neighborhood might include street modification, utility replacement, landscaping and administration costs such as for housing appraisals. These costs assume complete public investment, meaning no outside funding assistance.

D.1 SUMMARY OF ALTERNATIVE REDEVELOPMENT PLANS

Utilizing the data from the inventory and analysis of existing neighborhood conditions and the redevelopment goals and objectives, three alternative land use redevelopment plans were prepared and reviewed by the Washington Park/Escobedo Neighborhood, City staff and the Advisory Housing Board. Following is a brief summary of the three Land Use Redevelopment Plan alternatives.

Alternative A

Land Use Redevelopment Plan Alternative A's land use pattern provided a relatively large core of single family housing, surrounded by multi-family development to the west and southwest. Non-residential development was proposed along University Drive and Mesa Drive as office/commercial uses, and north of 6th Street as the City's Service Center.

In comparison, Alternative A provided a larger potential for single family housing than the other alternatives and primarily preserved the existing land use character of the neighborhood. However, based upon United States Census data and socio-economic trends in the neighborhood, there was a question of how many new or rehabilitated housing units could be marketed.

Alternative B

Land Use Redevelopment Plan Alternative B's land use pattern provided a large mixed office/commercial area located along Mesa Drive, with office/commercial parallel to University Drive, except between Pasadena and Hibbert Streets. Washington Park and Escobedo Park provided a buffer between the office/commercial area and the existing single family housing.

In comparison, Alternative B provided considerable potential for single family housing, though not as extensive as Alternative A. Land Use Plan Redevelopment Alternative B also provided an efficient use of an inner-urban area, but still retained a residential character. The amount of single family housing was very realistic considering past and future socio-economic trends in the neighborhood.

Alternative C

Land Use Redevelopment Plan Alternative C's land use pattern was dominated by a periphery of office/commercial development and a core of multi-family development. Peripheral office/commercial development was proposed to reflect adjacent existing land uses especially to the east and south, respectively, with potential medical and community center support development.

In comparison, Alternative C presented great risks and benefits for the City of Mesa. As a risk, redevelopment generated by City funding could set a precedent for other inner Mesa neighborhood acquisitions. As a benefit, large scale development could relieve development pressures on other neighborhoods. Putting benefits and risks aside, the one certainty, if Alternative C was adopted, is that the Washington Park/Escobedo Neighborhood as it is known today would probably not exist.

Summary of Estimated Redevelopment Costs

Each alternative plan was developed and reviewed by establishing an estimated revitalization cost, which would be used to implement the land use plan.

The estimated revitalization cost for Alternative A was \$6,727,600, as illustrated in Table D-1. The revitalization cost was analyzed by program activity and target area.

The estimated revitalization cost for Alternative B was \$6,768,900, as illustrated in Table D-1. However, this cost estimate does not include the potential for revenue returns if some City acquired land was sold to private developers. This revenue could amount to as much as \$300,000 if the City decides to sell the property. The other option as a development incentive was to offer the land at little or no cost.

Alternative C represented the most expensive of the alternatives, relative to initial investment, at an estimated cost of \$8,399,000, as illustrated in Table D-1. However, there was considerable potential to recoup as much as \$600,000 - \$1,000,000 of that investment through property resale.

D.2 LAND USE REDEVELOPMENT PLAN

Based upon the analysis of collected data, which included land use, building conditions, property ownership, etc., the review of Land Use Redevelopment Plan Alternatives A, B, and C, and the recommendation of the Washington Park Neighborhood Steering Committee, the following Washington Park/Escobedo Neighborhood Land Use Redevelopment Plan was adopted as the Advisory Housing Board recommended plan.

TABLE D-1
 Redevelopment Costs Summaries
 Washington Park-Escobedo Neighborhood Redevelopment Plan

LAND USE PLAN ESTIMATED REDEVELOPMENT COSTS

LAND USE PLAN	A	B	C
PROPERTY ACQUISITION	\$1,846,000	\$1,873,000	\$4,188,000
DEMOLITION	105,000	118,500	211,500
REHABILITATION	764,000	696,000	—
NEW CONSTRUCTION	1,152,000	1,104,000	—
OCCUPANT RELOCATION	750,500	806,000	1,532,000
OTHER	2,110,100	2,171,400	2,467,500
TOTAL COSTS	\$6,727,600	\$6,768,900	\$8,399,000

When compared to the three alternative plans, the Land Use Redevelopment Plan resembles Alternative A except for three points:

- 1) Multi-family housing between Center and Pima Streets from 6th Street to the office/commercial use would be developed as medium density housing such as patio homes and single story;
- 2) Pima and Lewis Streets would remain open to avoid isolating the neighborhood from the community;
- 3) The park designated at Sirrine and 5th Streets would remain as a community garden through development of Target Area 1, after which its use as a garden will be re-evaluated.

Land Use Pattern

As in Alternative A, the land use pattern for the Land Use Redevelopment Plan focused on a core of single family housing, with multi-family housing proposed to the west and southeast. Office and office/commercial uses will be located along Mesa Drive and much of University Drive.

Vehicular circulation will be modified through two street closures:

- 1) 5th Street between Center Street and Pima Street;
- 2) Hibbert Street between University Drive and 5th Place.

Target Areas

The Land Use Redevelopment Plan includes four target areas. Target Area 1 was established to demonstrate a commitment to single family neighborhood redevelopment. Possible redevelopment in Target Area 1 would begin with rehabilitation and new construction of single-family housing to preserve existing housing and to replace housing in critical condition.

Target Area 2 would continue the process of single family housing rehabilitation or reconstruction, contributing to the redevelopment of a single-family neighborhood core. Office and office/commercial uses would be developed along University Drive to provide a commercial edge compatible with the Mesa Community Center Complex.

During this process, acquisition of properties north of 6th Street would take place with residents being offered the option of relocating to newly constructed housing units south of 6th Street. The acquired property north of 6th Street would become part of the proposed City service center.

Also as part of the redevelopment of Target Area 1, repair of the Escobedo multi-family housing units would continue. Construction of elderly housing south of Escobedo Park would be undertaken as part of Target Area 1 redevelopment but would be dependent upon availability of money targeted for elderly housing.

Target Area 3 would complete the process of strengthening and defining the neighborhood by providing medium density housing and office/commercial uses. Patio homes east of Center Street would be developed for owner occupancy to maintain a residential neighborhood character. Medium density

housing west of Center Street could be patio homes but may be developed as either duplexes or apartments. This type of development would continue a residential neighborhood perception while transitioning to the adjacent neighborhood to the west. Private development of the office/commercial uses would be encouraged.

Target Area 4 would remain open to private investment and development, however, any occurring development would need to address the basic concept of the Land Use Redevelopment Plan. This concept would provide development that strengthens, preserves and complements the residential neighborhood. As illustrated on Figure 7, "Land Use Redevelopment Plan", office development, possibly related to the medical center, would occur along Mesa Drive and transition to multi-family housing.

The estimated revitalization costs for the Land Use Redevelopment Plan is \$6,662,800. Cost analysis by program activity and target area is provided in Tables D-2, D-3 and D-4.

Summary - Land Use Redevelopment Plan

The Land Use Redevelopment Plan, as discussed, provides an orderly, designed and phased plan for neighborhood redevelopment. At the core of the plan, literally and figuratively, is a residential base composed primarily of single family housing and secondarily of medium density (patio home) housing. Other uses such as office and office/commercial define neighborhood edges while allowing for private investment and redevelopment.

D.3 REDEVELOPMENT PROGRAM EVALUATION

Upon adoption of the Washington Park/Escobedo Neighborhood Land Use Redevelopment Plan, program evaluation should be conducted following the completion of Target Area 1, before proceeding with further development in Target Areas 2 and 3.

In addressing the needs of the neighborhood and the community, Target Area 1 establishes a solid single family residential core and maintains the City's existing Escobedo Housing Development. However, once beyond redevelopment of the area within Target Area 1, the marketability of additional single family housing becomes questionable, although it is difficult to determine what the future will hold.

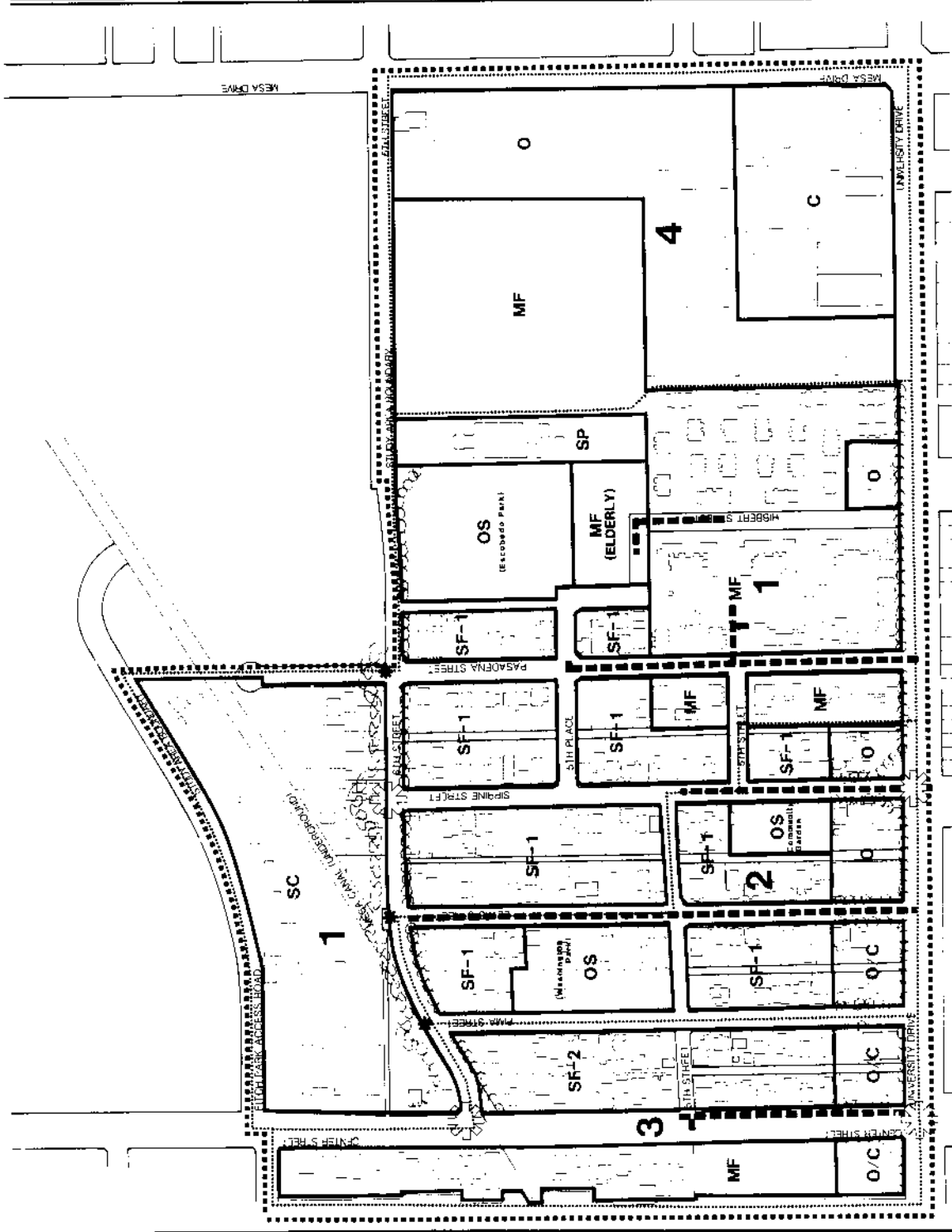
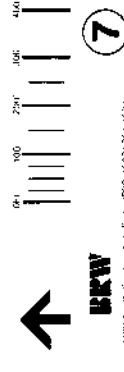
Because of the proximity of the neighborhood to the center of Mesa, preservation of a substantial single-family area may be difficult. Although such a neighborhood can be created, a series of questions must be raised as to whether or not the neighborhood could endure. Given the significant investment (\$7,000,000) that is being proposed for the Washington Park Neighborhood, the long term benefits and implications of this investment concerns the Advisory Housing Board and the City Council.

Land Use Redevelopment Plan

SF1	Single Family Residential	1/2 to 1/4 Acre
SF2	Ratio Homes	2.8 Acres (18 DU)
MF	Multi Family Residential	24.2 Acres (1,900 DU)
SC	Service Center	1.5 Acres
C	Commercial	4.9 Acres
O	Office	15.5 Acres
O/C	Office/Commercial	22 Acres
OS	Open Space	6.8 Acres
SP	Senior-Public	1.3 Acres
Target Areas		

NEIGHBORHOOD IMPROVEMENTS

	Street Landscaping
	Visual Landscape Buffer
	Major Landmark
	Minor Landmark
	Potential Water Line Replacement



City of Mesa

Washington Park • Escobedo Neighborhood Redevelopment Study

TABLE D-2
Washington Park-Escobedo Neighborhood Redevelopment Plan

LAND USE PLAN

TARGET AREA 1

ESTIMATED

REDEVELOPMENT COSTS

(\$ 000's)

		NO.	UNIT COSTS	TOTAL COSTS	FUNDING SOURCE		
PROPERTY ACQUISITION	GOOD (G)	—	\$35.0	\$ —	CDBG		
	FAIR (F)	3	\$33.0	99.0			
	POOR (P)	2	\$27.0	54.0			
	CRITICAL(C)	16	\$24.0	384.0			
DEMOLITION		19	\$1.5	28.5	CDBG		
REHABILITATION	GOOD (G)	6	\$4.0	24.0	CDBG		
	FAIR (F)	18	\$12.0	216.0			
	POOR (P)	14	\$22.0	308.0			
NEW CONSTRUCTION		13	\$48.0	624.0	CITY		
OCCUPANT RELOCATION	OWNER	G	0	15	\$15.5	232.5	CDBG
		F	3				
		P	1				
	TENANT	G	0	6	\$4.5	27.0	
		F	0				
		P	1				
		C	5				
STREET MODIFICATION				73.8			
UTILITY IMPROVEMENT				124.2			
LANDSCAPING				82.8			
ADMINISTRATION				165.7			
SUB-TOTAL				2443.5			
CONTINGENCY FEES				488.7			
TOTAL COST AREA 1				\$ 2932.2			

TABLE D-3
Washington Park-Escobedo Neighborhood Redevelopment Plan

LAND USE PLAN

TARGET AREA 2

ESTIMATED

REDEVELOPMENT COSTS

(\$ 000's)

		NO.	UNIT COSTS	TOTAL COSTS	FUNDING SOURCE	
PROPERTY ACQUISITION	GOOD (G)	1	\$35.0	\$ 35.0	CDBG	
	FAIR (F)	3	\$33.0	99.0		
	POOR (P)	1	\$27.0	27.0		
	CRITICAL(C)	18	\$24.0	432.0		
DEMOLITION		23	\$1.5	34.5	CDBG	
REHABILITATION	GOOD (G)	2	\$4.0	8.0	CDBG	
	FAIR (F)	10	\$12.0	120.0		
	POOR (P)	4	\$22.0	88.0		
NEW CONSTRUCTION		11	\$48.0	528.0	CITY	
OCCUPANT RELOCATION	OWNER	G	1	\$15.5	124.0	CDBG
		F	2			
		P	0			
		C	5			
	TENANT	G	0	\$4.5	54.0	
		F	1			
		P	1			
		C	11			
STREET MODIFICATION						
UTILITY IMPROVEMENT				93.0		
LANDSCAPING				62.0		
ADMINISTRATION				124.0		
SUB-TOTAL				1828.5		
CONTINGENCY FEES				365.7		
TOTAL COST AREA 2				\$ 2194.2		

TABLE D-4
Washington Park-Escobedo Neighborhood Redevelopment Plan

LAND USE PLAN

TARGET AREA 3

ESTIMATED

REDEVELOPMENT COSTS

(\$ 000's)

		NO.	UNIT COSTS	TOTAL COSTS	FUNDING SOURCE		
PROPERTY ACQUISITION	GOOD (G)	1	\$35.0	\$ 35.0	CDBG		
	FAIR (F)	2	\$33.0	66.0			
	POOR (P)	5	\$27.0	135.0			
	CRITICAL(C)	20	\$24.0	480.0			
DEMOLITION		28	\$1.5	42.0	CDBG		
REHABILITATION	GOOD (G)	—	\$4.0	—	CDBG		
	FAIR (F)	—	\$12.0	—			
	POOR (P)	—	\$22.0	—			
NEW CONSTRUCTION		—	\$48.0	—	CITY		
OCCUPANT RELOCATION	OWNER	G	0	17	\$15.5	263.5	CDBG
		F	2				
		P	5				
	TENANT	C	10	11	\$4.5	49.5	
		G	1				
		F	2				
STREET MODIFICATION				14.0			
UTILITY IMPROVEMENT				65.1			
LANDSCAPING				43.4			
ADMINISTRATION				86.8			
SUB-TOTAL				1280.3			
CONTINGENCY FEES				256.1			
TOTAL COSTS AREA 3				\$ 1536.4			
TOTAL RECOMMENDED PLAN COSTS				\$ 6662.8			

Most development pressures in central Mesa are for commercial or higher density residential activity. This trend is not expected to change during the foreseeable future. One of the primary factors for residential development that is close to, or within, a community center is that of convenience; the location is close to work and service centers.

For those who are attracted to a community center residential location, maintenance convenience is also a major consideration. Yard and building maintenance by owners is not generally desired. Most individuals seeking a convenient lifestyle would prefer investing in housing that offers a relatively maintenance-free option, rather than larger lots. This translates to creating housing opportunities that are of medium to higher density environments that can provide desired recreational features and property maintenance. In most cases this means townhomes, condominiums or apartments.

The major concern over providing too many single family homes is that, in the future, they may not be marketable. This could result in a second generation of housing conditions that are similar to those of today. It is possible that a smaller core of single family housing would serve the needs of those currently in the neighborhood and would preserve the long term viability of the area.

Based upon the number of owner occupied homes currently existing and the ability of residents to afford utilities, taxes and maintenance of new or rehabilitated homes, the attached plan provides not only an adequate amount of housing, but also establishes a concentrated residential character which can stand a good chance of remaining viable well into the future.

Because these and other issues cannot be adequately addressed in terms of the future, the City and Washington Park/Escobedo Neighborhood would best be served by proceeding with the redevelopment plan for Target Area 1, as adopted but to consider the option of re-assessing future existing conditions before proceeding with Target Areas 2 and 3. This may mean establishing higher intensity development in Target Areas 2 and 3. It may also result in continuing with the program recommended by the Advisory Housing Board, if it remains justified. In either event, the completion of Target Area 1 will provide a solid single-family residential nucleus for the neighborhood and will assure the continuation of the City's Escobedo housing program.

E • Redevelopment Implementation Guide

This Redevelopment Implementation Guide sets forth the process for the revitalization of the Washington Park/Escobedo Neighborhood based upon the Redevelopment Plan recommended for adoption by the Mesa Housing Authority's Advisory Housing Board. It is intended to assist the Mesa Housing Authority in implementing the recommended Redevelopment Plan and to guide the Redevelopment Team in successfully achieving the Plan's goals and objectives.

The recommended Redevelopment Plan calls for a phasing of neighborhood redevelopment activities within the neighborhood starting with the rehabilitation and new construction of single family housing within the core of the neighborhood and progressing to medium density housing development and the promotion of mixed office and commercial uses along the neighborhood perimeter. This implementation guide thus focuses on housing and the attendant activities required for its rehabilitation or demolition and new construction.

The Target Area Designation portion of this guide further subdivides three of the four Target Areas into sub-areas. This concentrated treatment strategy is recommended to achieve an immediate physical impact within the neighborhood. Rather than emphasize a particular programmed activity (e.g. rehabilitation versus land assemblage) throughout the neighborhood, this strategy requires all redevelopment activities to be initiated at once, but in localized areas. The remaining sections of this redevelopment guide describe the elements required to achieve a concentrated redevelopment program. These four sections are provided in the following format:

- Redevelopment Team

This section identifies the major team members and their associated roles in the redevelopment process.

- Neighborhood Redevelopment Process

This section identifies specific program tasks and their point of implementation in the redevelopment process.

- Target Sub-Area Program Coordination

Sub-area program coordination establishes the process for coordinated program implementation within each sub-area.

- Redevelopment Activities

This section describes the five major redevelopment activities, with the staff or department responsible for the activity and the activities' objectives.

Reassessment of these elements is programmed into the Redevelopment Process to allow refinement or total reorientation of the Redevelopment Plan as revitalization occurs and new issues, ideas, and sources of funding develop. The ultimate success of the Redevelopment Plan depends upon the City and Neighborhood's commitment to the redevelopment process.

E.1 TARGET AREA DESIGNATION

This section identifies the four Target Areas and their respective sub-areas (See Figure 8) recommended to achieve a phased approach to neighborhood revitalization.

The rationale for designating each of these target sub-areas is based on the following considerations:

- Being better able to respond to the specific needs of an area by limiting its size.
- Opportunities to begin immediate new housing construction for relocatees by including lots currently owned by the City within the first sub-area.
- Obtaining maximum visual impact for the revitalization program by grouping block faces in sub-areas.
- Allowing efficient marketing of land for redevelopment by establishing sub-areas according to designated treatment.
- Emphasizing the City's strong commitment to neighborhood residential redevelopment by initiating rehabilitation and new construction activities immediately.
- Attracting private development of office and commercial uses as designated in the Redevelopment Plan by carrying out housing and neighborhood improvements first.

The Target Sub-Areas designated in Figure 8 are developed based upon these strategies. Sub-area cost estimates are included for each sub-area along with a breakdown of Target Area costs for neighborhood improvements and administration to facilitate program budgeting.

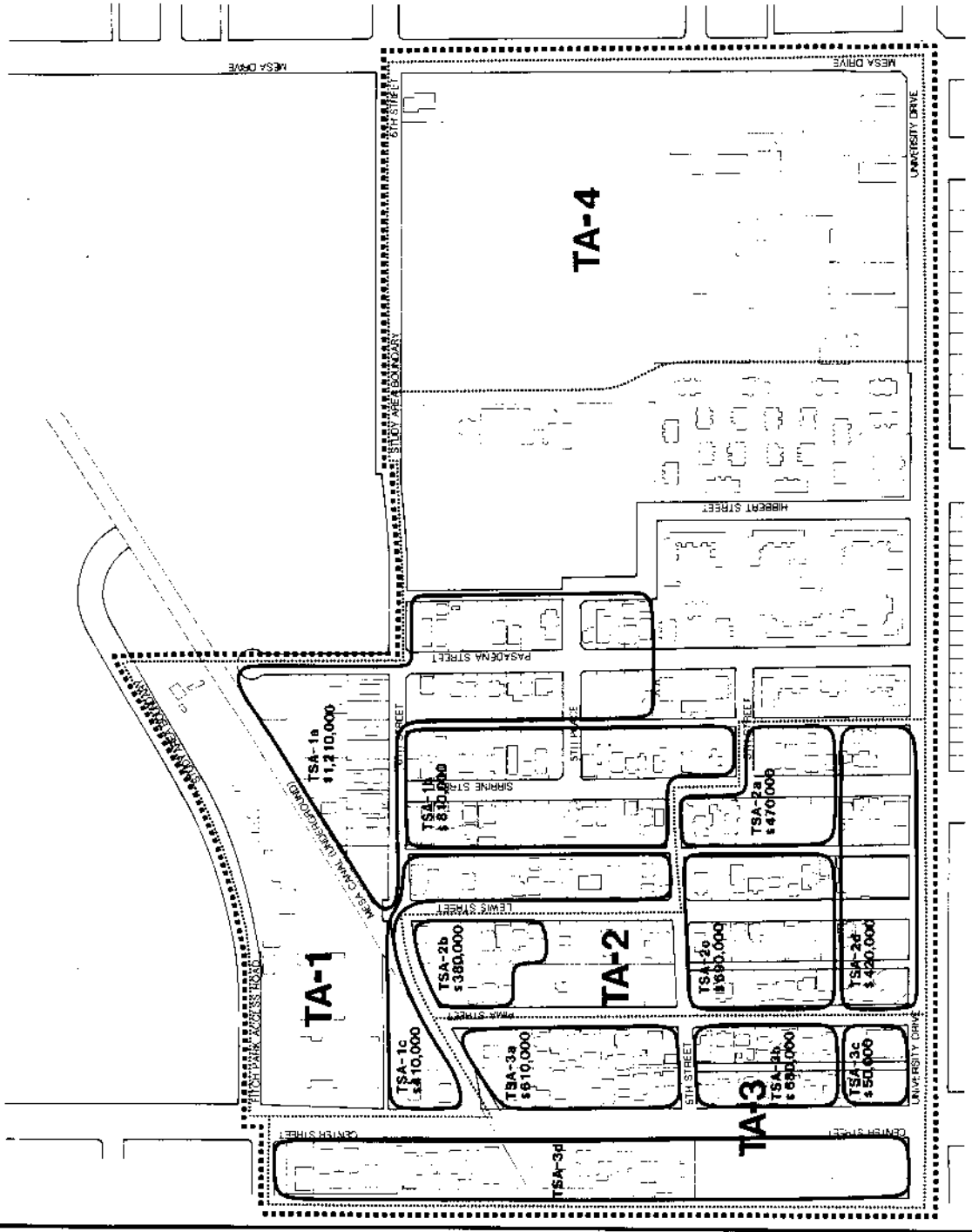
Target Sub-Area Priorities and Budgets

- Target Area Boundary
- Target Sub-Area Boundary
- Target Sub Area Budget
(\$810
Including landscaping and utility improvements)

Additional Target Area Budget Items (in \$ Thousands)

Target Areas	1	2	3	4
Street Modifications	100	—	25	—
Utility Improvements	150	125	100	—
Landscaping	100	75	75	—
Administration	200	150	125	—
Total	550	350	325	—

Note: All amounts shown include 20% contingency fees for budgeting purposes.



Washington Park • Escobedo Neighborhood Redevelopment Study

E.2 REDEVELOPMENT TEAM

This section of the Implementation Guide identifies the major team members and their roles in the redevelopment process (see Figure 9). A number of functions have currently been assigned to City departments (i.e. Real Estate Services) for implementation. These may eventually require full time staffing by the Housing Authority depending upon the workload generated during program implementation. Also, although the Nonprofit Development Corporation and Neighborhood Advisory Committee function as separate entities, they are identified here as "Team Members" due to their significant role in the revitalization process.

Project Director

The Project Director will be responsible to the Mesa Housing Authority for administering the Washington Park/Escobedo Redevelopment Plan. In this capacity he/she will be responsible for:

- Coordinating the various processes required by the plan
- Developing the vehicles necessary for program implementation
- Communicating with the Washington Park Neighborhood Committee and the Mesa Housing Authority
- Resolving any problems or conflicts that may arise during program implementation.

Community Organizer

The Community Organizer will be directly accountable to the Project Director while serving as the liaison between the neighborhood and the Housing Authority. Until the redevelopment program workload becomes too great, the Community Organizer position may be filled by the Project Director. The Community Organizer responsibilities will include:

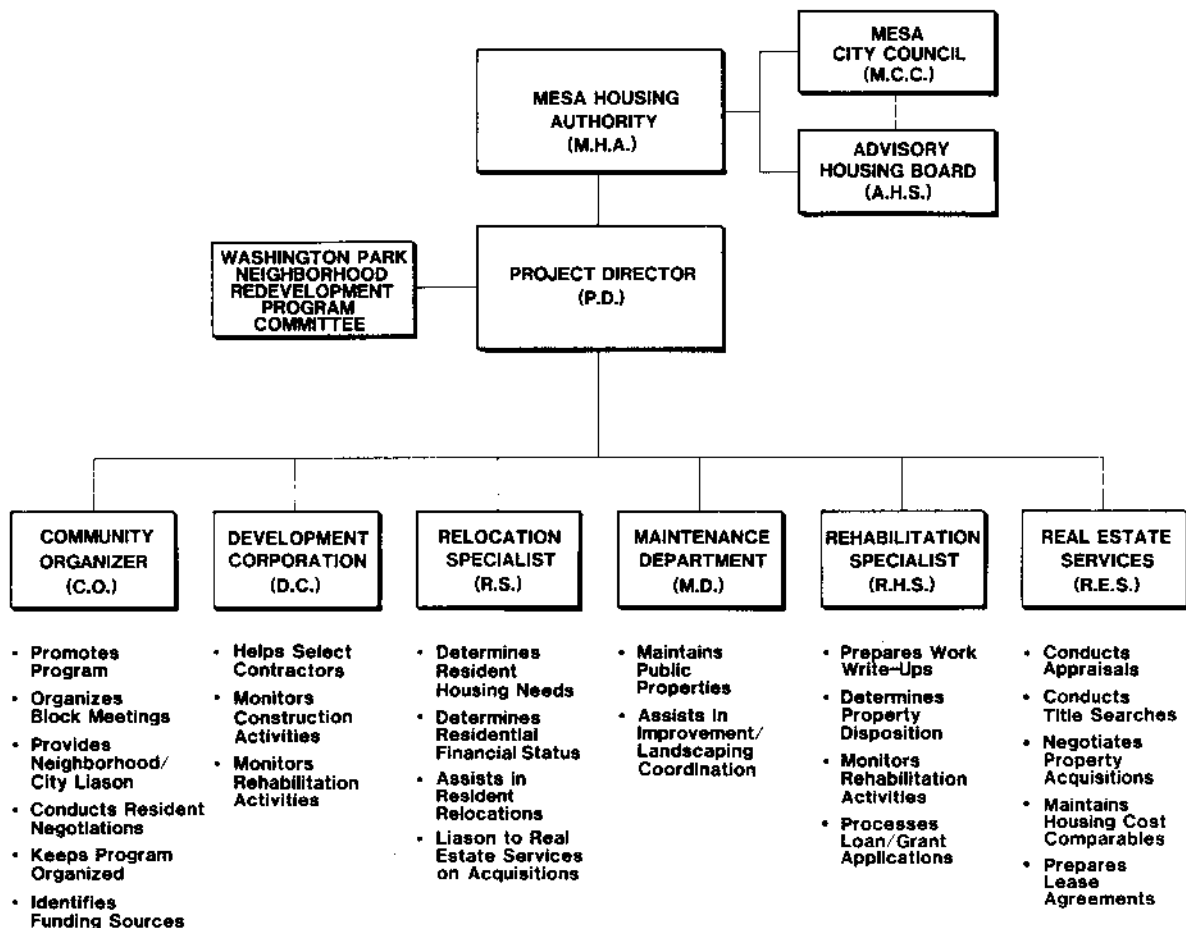
- Organizing all block and Neighborhood Advisory Committee meetings
- Assisting residents in completing necessary program applications
- Promoting all implementation programs within the neighborhood
- Providing a communications link between the neighborhood and Housing Authority or City staff
- Identifying potential funding sources for redevelopment and neighborhood self-help activities

Relocation Specialist

The Relocation Specialist will be directly responsible to the Project Director for the relocation of affected residents within the project area. Responsibilities of the Relocation Specialist include:

- Determining the relocatee(s) housing needs and financial capabilities
- Assisting relocatee(s) in locating replacement housing

NEIGHBORHOOD REDEVELOPMENT TEAM



- Identifying relocatee(s) interested in participating in the program's new construction program
- Working with Property Management and Real Estate Services in the acquisition, leasing and vacating of properties.

Rehabilitation Specialist

The Rehabilitation Specialist is directly responsible to the Project Director for the rehabilitation and new construction activities carried out under the Redevelopment Plan. The Rehabilitation Specialist's responsibilities will include:

- Preparing work write-ups and cost estimates on each residential neighborhood property
- Determining the disposition of each property
- Processing Loan/Grant applications
- Securing and selecting successful bids for participants in the rehabilitation programs
- Assisting buyers in selecting lots, floor plans and builders for newly constructed homes on Housing Authority lots
- Monitoring all rehabilitation and new construction carried out under the Housing Authority's programs.

Real Estate Services

The Real Estate Services Department of the City will provide the technical assistance necessary for public acquisition of properties within the neighborhood as requested by the Housing Authority staff. The department's project responsibilities will include:

- Contracting for appraisals on potential property acquisitions
- Conducting title searches and completing all other documentation required for public property acquisition
- Negotiating all property acquisitions and dispositions
- Preparing and maintaining Comparable Housing Cost Schedules for use by the Relocation Specialist
- Preparing standard lease agreements for occupied properties purchased under the program

Property Management

The City's Maintenance Department will be responsible for managing all properties purchased under the redevelopment program. Its major responsibilities will include:

- Securing vacant buildings
- Managing lease agreements on occupied Housing Authority properties
- Contracting for building demolitions
- Maintaining all publicly owned properties
- Assisting in the completion of neighborhood exterior improvement programs.

Nonprofit Development Corporation

The Nonprofit Development Corporation may act as a general contractor for the construction or substantial rehabilitation of housing units within the project area if given such authority by the City. This authorization can be given on a property by property basis. If given this authority the Corporation's responsibilities will include:

- Working with the redevelopment team in designing units which will enhance the neighborhood's image while providing affordable housing to existing residents
- Acting as general contractor in the selection of subcontractors to complete the new construction or substantial rehabilitation work
- Monitoring all corporation new construction and substantial rehabilitation activities
- Marketing and selling the Corporation's housing units
- Raising private funds to cover the Corporation's operating cost and to reduce construction costs

Washington Park Neighborhood Advisory Committee

The Neighborhood Advisory Committee, with the Community Organizer, acts as a communications link between the neighborhood and the Housing Authority and will be responsible for the following activities:

- Assisting the Housing Authority in developing programs which can be successfully implemented
- Advising the Housing Authority on the impact of various programs within the community
- Generating neighborhood involvement in the redevelopment process
- Organizing neighborhood self-help activities

E.3 NEIGHBORHOOD REDEVELOPMENT PROCESS

The Washington Park/Escobedo Neighborhood Redevelopment Plan's concentrated treatment approach to neighborhood revitalization requires that the organizational structure and implementation vehicles be in place prior to program initiation. This section establishes a redevelopment process based on this approach and identifies specific tasks and their point of implementation within a redevelopment timeframe of seven years (see figure 10).

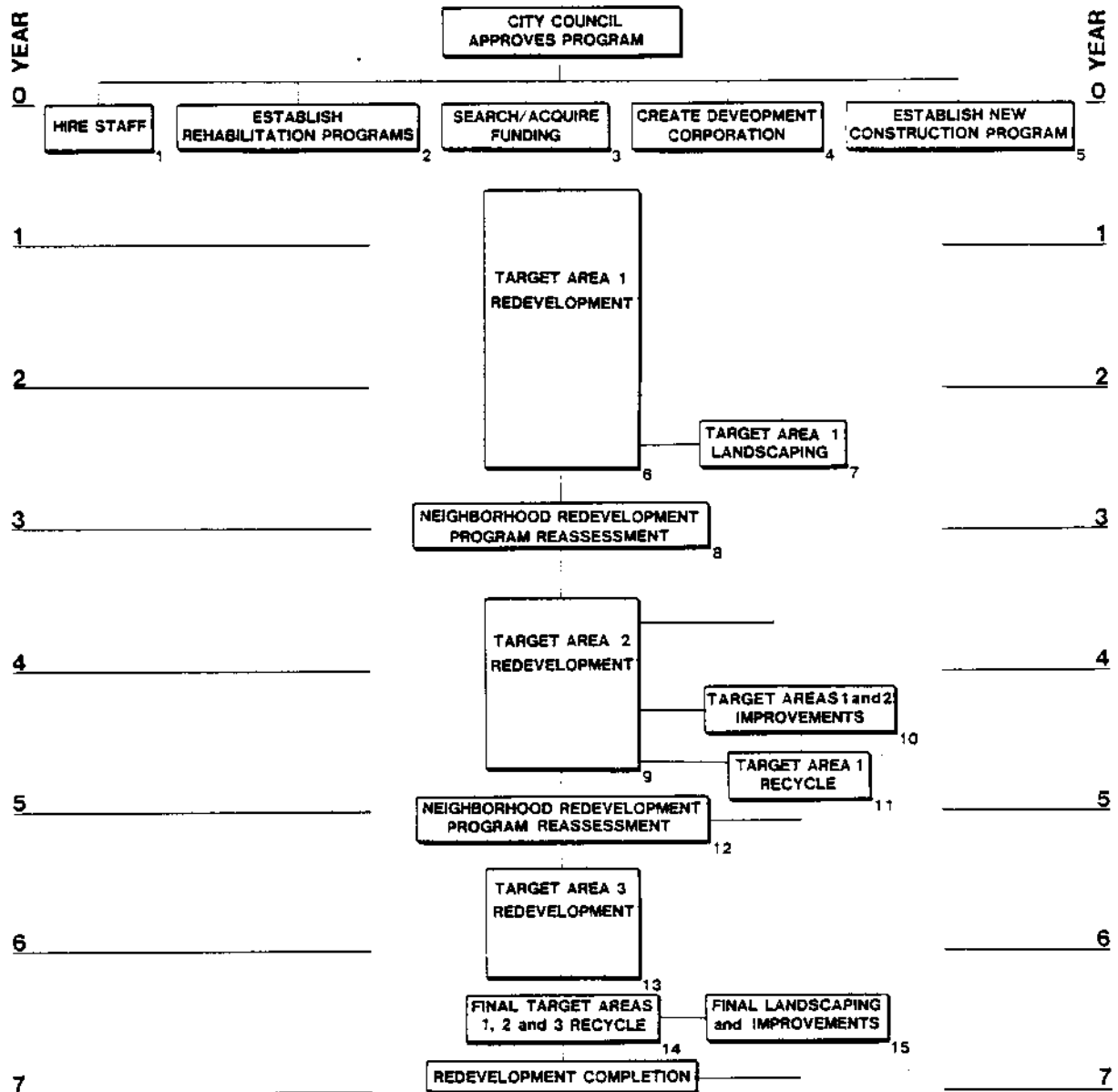
Year 1 Activities

TASK 1: HIRE REDEVELOPMENT STAFF

Lead Staff: Housing Authority Director/Project Director

Objective: Hire qualified personnel to carry out redevelopment team functions

NEIGHBORHOOD REDEVELOPMENT PROCESS



TASK DESCRIPTION

The Housing Authority Director will determine staffing needs based upon the redevelopment team member functions identified in Section E.2 of this Implementation Guide and evaluation of City Staff presently available to perform those functions. Special attention will be given to those members whose input will be required to develop the rehabilitation and new construction programs. Initially some functions may be combined (e.g. Project Director and Community Organizer) without jeopardizing program operations. The actual funding level achieved in Year 1 will determine the need for shared functions.

TASK 2. ESTABLISH REHABILITATION PROGRAMS

Lead Staff: Rehabilitation Specialist/Project Director

Objective: To assist the Advisory Housing Board and City Council modify existing, and develop new, rehabilitation programs to achieve project rehabilitation objectives

TASK DESCRIPTION

The Housing Authority's rehabilitation programs should be modified to reflect the changes proposed by the Redevelopment Plan. New programs to address the rehabilitation needs of rental property and moderate to middle income homeowners should also be developed and private sources of rehabilitation funding should be identified.

TASK 3: RESEARCH AND OBTAIN FUNDING

Lead Staff: Project Director/Community Organizer

Objective: Locate and secure funding sources for programmed activities

TASK DESCRIPTION

Although Community Development Block Grant monies are presently the main source of funds for neighborhood revitalization, new sources for specific program activities may become available throughout the life of the project. Keeping informed of new developments at the Federal and State levels by attending conferences and subscribing to relevant publications is an ongoing function of the Project Director. Generating private resources for specific neighborhood self-help projects (e.g. tree plantings) is a task most efficiently carried out by the Community Organizer.

TASK 4: CREATE NONPROFIT DEVELOPMENT CORPORATION

Lead Staff: Project Director

Objective: Facilitate the creation of a nonprofit development corporation to construct or substantially rehabilitate neighborhood housing.

TASK DESCRIPTION

The Project Director will work to establish an Interim Corporation Board of Directors made up of development professionals, neighborhood representatives and public officials. This Board will then set-up the corporation, hire its staff (this may be City staff, at least on an interim basis) and develop its programs. Initial operating funds will be provided by the City. The Interim Board will be responsible for locating alternative sources of funding for the corporation's operations, once established.

TASK 5: ESTABLISH NEW CONSTRUCTION PROGRAM

Lead Staff: Rehabilitation Specialist/Project Director
Objective: Establish process to promote new construction on publicly owned lots

TASK DESCRIPTION

The Rehabilitation Specialist will work with an architectural consultant to establish a number of model plans for new housing construction within the project area. These will be reviewed by the Neighborhood Advisory Committee and the potential builders (see Section D.5, New Construction Process) for their input. Procedures for selecting buyers, establishing escrow accounts, and selecting builders for each lot must be developed along with methods to market less attractive lots.

YEAR 1, 2 AND 3 ACTIVITIES

TASK 6: TARGET AREA 1 REDEVELOPMENT

Lead Staff: Redevelopment Team
Objective: Complete revitalization process in Target Area 1

TASK DESCRIPTION

Begin the process of single family housing rehabilitation and new construction within the neighborhood core as outlined in Section D.2: Target Sub-Area Program Coordination.

YEAR 3 ACTIVITIES

TASK 7: TARGET AREA 1 LANDSCAPING

Lead Staff: Maintenance department
Objective: Improve residential core landscaping particularly along Sixth Street, on public property

TASK DESCRIPTION

The Maintenance Department will identify types of plantings appropriate for the neighborhood and provide staff and materials to complete the landscaping plan on publicly held property, particularly along the 6th Street City Service Center. The Department will also assist the Community Organizer in coordinating neighborhood self-help landscaping efforts.

TASK 8: PROGRAM REASSESSMENT

Lead Staff: Project Director/Redevelopment Team

Objective: Evaluate revitalization programs and make alterations where needed

TASK DESCRIPTION

Redevelopment Team members will assess the effectiveness of their programs and submit their evaluations with suggested modifications to the Project Director. Input from the Neighborhood Advisory Committee will be solicited and the Project Director will make final program recommendations to the Housing Authority.

YEARS 4 AND 5 ACTIVITIES

TASK 9 TARGET AREA 2 REDEVELOPMENT

Lead Staff: Redevelopment Team

Objective: Complete Revitalization Process in Target Area 2

TASK DESCRIPTION

Target Area 2 will continue the single family rehabilitation and new construction programs within the neighborhood core. Programs to attract office and commercial uses along University Drive should be established if determined necessary to facilitate economic development of the area.

TASK 10: TARGET AREA 1 AND 2 IMPROVEMENTS

Lead Staff: Maintenance Department

Objective: Complete Street Modifications and Sewer Improvements

TASK DESCRIPTION

The Maintenance Department will contract for the replacement of damaged or undersized sewer and waterlines and complete street closings at 5th and Hibbert Streets as specified in the Redevelopment Plan.

TASK 11: RECYCLE TARGET AREA 1

Lead Staff: Community Organizer

Objective: Obtain 100% Participation of property owners in Redevelopment Plan

TASK DESCRIPTION

The Community Organizer will recontact all Target Area 1 files placed on hold to solicit their participation in the redevelopment process.

TASK 12: PROGRAM REASSESSMENT

Lead Staff: Project Director/Redevelopment Team

Objective: Evaluate programs and revitalization strategies implemented in Target Area 2

TASK DESCRIPTION

See Task 8 Description

YEAR 6 AND 7 ACTIVITIES

TASK 13: TARGET AREA 3 REDEVELOPMENT

Lead Staff: Redevelopment Team

Objective: Complete revitalization process in Target Area 3

TASK DESCRIPTION

The Redevelopment Team will facilitate the development of medium density housing for owner occupancy and rental purposes (west of Center Street) while encouraging the private development of office and commercial uses at Center Street and University Drive. Target Area 3 will require major acquisition and relocation activity, but should, if possible, be accomplished in partnership with private developers wishing to develop the area.

TASK 14: RECYCLE TARGET AREAS 1, 2 AND 3

Lead Staff: Community Organizer

Objective: Obtain 100% participation of all property owners in all Target Areas

TASK DESCRIPTION

The Community Organizer will recontact all files placed on hold to solicit their participation in the redevelopment process prior to project closeout.

TASK 15: FINAL LANDSCAPE AND NEIGHBORHOOD IMPROVEMENTS

Lead Staff: Maintenance Department

Objective: Complete landscape and utility improvements identified in the Redevelopment Plan

TASK DESCRIPTION

The Maintenance Department will develop and carryout landscape plans for entry ways to the neighborhood as well as on publicly held properties. It will also contract for the completion of designated street closures, installation of street lighting and replacement of sewer and water lines where necessary.

E.4 TARGET SUB-AREA PROGRAM COORDINATION

This section identifies the specific Target Sub-area tasks, the order in which they are required within each target sub-area, and assigns staffing responsibility for task implementation.

As evidenced in Figure 11 one activity often relies on the completion of another, making program coordination a key factor in the revitalization program's success.

TASK 1. NEIGHBORHOOD BLOCK MEETING

Lead Staff: Community Organizer

Objective: Make residents aware of the redevelopment program and obtain their participation and support

TASK DESCRIPTION

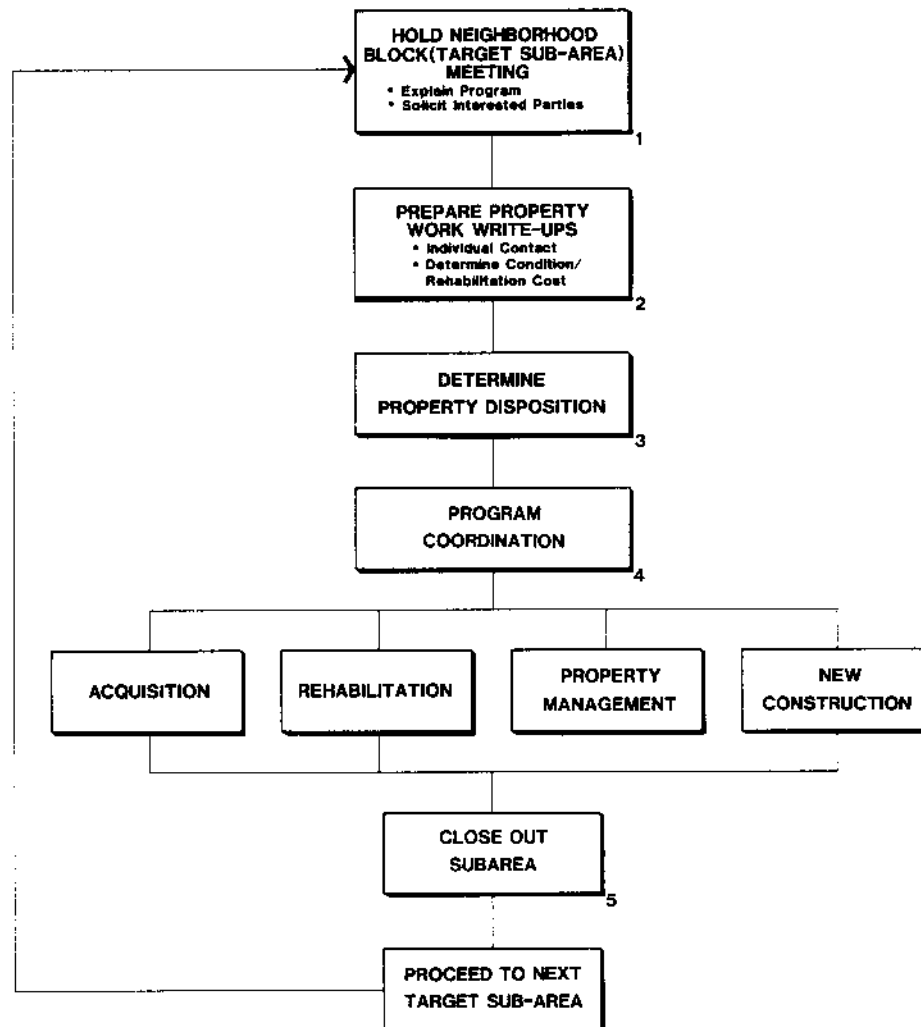
An informal meeting will be held at a convenient time within the affected sub-area block(s) to describe the redevelopment plan, explain the implementation process and solicit neighborhood participation in the program. The Community Organizer will attempt to locate the meeting within a private residence, will leaflet or direct mail invitations to the event, and co-host the meeting. All staff having direct contact with the residents should attend the meeting to answer specific questions regarding the relocation, rehabilitation and acquisition processes. Loan and grant applications as well as program promotional brochures should be on hand in order to obtain resident participation in the various redevelopment programs.

TASK 2: PREPARE PROPERTY WORK WRITE-UPS

Lead Staff: Rehabilitation Specialist

Objective: Determine the condition of each structure within the sub-area

TARGET SUB-AREA PROGRAM COORDINATION



TASK DESCRIPTION

Each property owner will be contacted regarding the redevelopment program and an appointment to inspect their property will be requested. The Rehabilitation Specialist will inspect the property, provide a detailed write-up of the work necessary to bring the structure up to Mesa Housing Code standards, and provide an estimated cost for the work specified.

TASK 3: PROPERTY DISPOSITION

Lead Staff: Rehabilitation Specialist

Objective: Determine necessary property treatment

TASK DESCRIPTION

Based upon the estimated rehabilitation costs, property tenure, and neighborhood redevelopment plan, the Rehabilitation Specialist will determine whether the property is a candidate for:

- rehabilitation by the present owner
- acquisition for rehabilitation by another party
- acquisition for demolition and new construction
- acquisition for sideyard or land assemblage

The property owner will be notified as to the disposition proposed for the property. If the owner agrees to participate in the program, the responsible staff will be notified and the selected process will be initiated. (See Section D.5 Redevelopment Processes). If the owner does not agree to the proposed disposition, the file will be placed on hold to be recontacted at a future date. If acquisition of the property is required to carry out the Redevelopment Plan, condemnation proceedings will be initiated at this time.

TASK 4: PROGRAM COORDINATION

Lead Staff: Project Director

Objective: Insure the effective coordination of disposition processes

TASK DESCRIPTION

Once the disposition of a property is determined, coordination among the various staff and/or departments becomes paramount to successful program implementation. The Project Director will be responsible for insuring that the various activities within each process are completed. Communication among the redevelopment team members and between all participating City departments must be maintained by the Director in order to identify potential problems in the process and successfully deal with them on a property by property basis.

TASK 5: CLOSE OUT OF SUB-AREA

Lead Staff: Community Organizer

Objective: Secure 100% participation of sub-area property owners in the redevelopment program prior to proceeding to next sub-area

TASK DESCRIPTION

The community Organizer will notify all property owners who previously chose not to participate in the programs of the progress made within the sub-area and attempt to obtain their participation. Once all files previously placed on hold have been recontacted and those expressing interest have been processed, the redevelopment team will begin the Target Sub-area process in the next schedule area.

E.5 REDEVELOPMENT PROCESSES

One or more of the five processes outlined in this section will be required once the disposition of a property has been determined. As indicated in the figures accompanying each description, some processes interface with others, requiring a coordinated team approach for effective program implementation.

The five processes and their corresponding responsibilities presented within this section are:

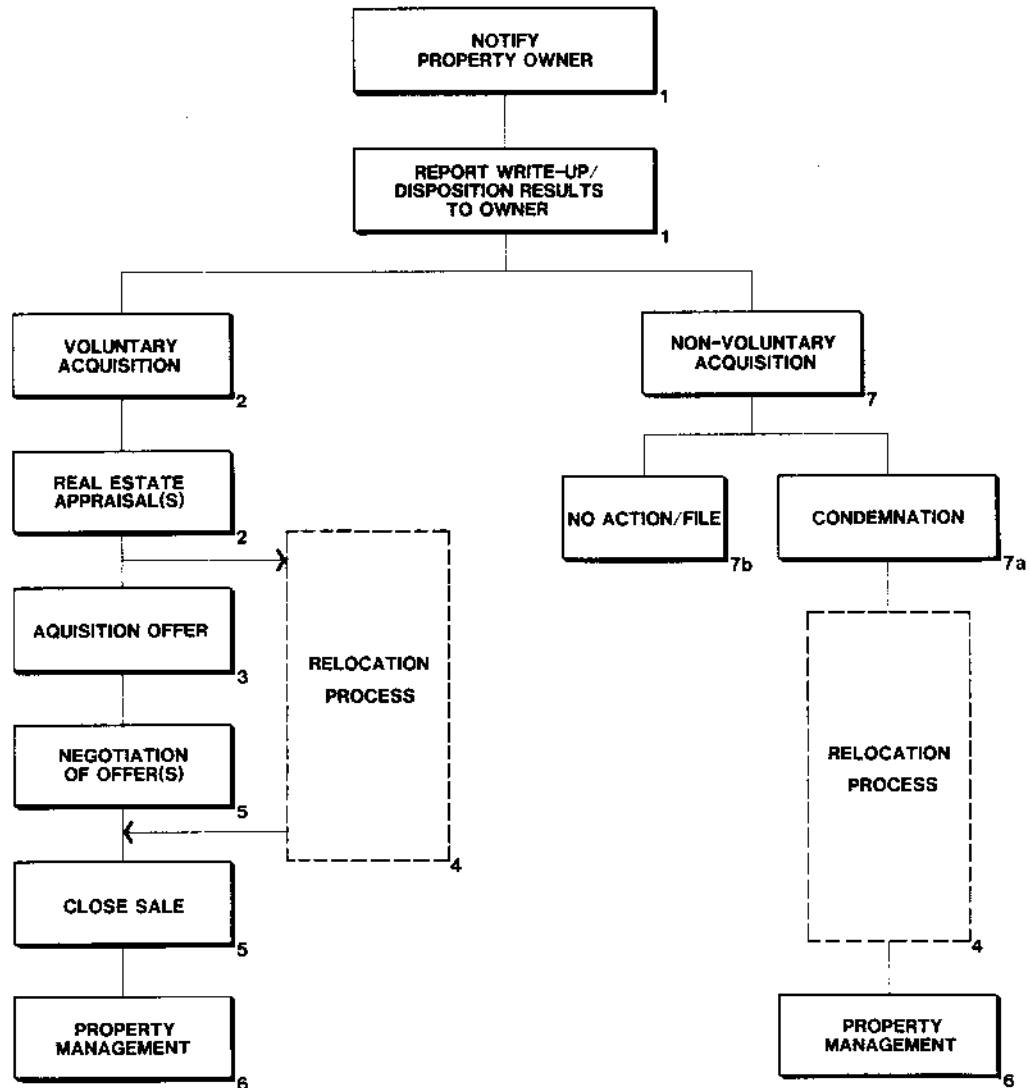
- Property Acquisition
- Occupant Relocation
- Property Management
- Building Rehabilitation
- New Construction

Property Acquisition Process

The Property Acquisition Process, figure 12, begins with a determination based on the Rehabilitation Specialist's work write-up that the property is not rehabilitable by the existing owner. The following activities will be necessary to complete the acquisition process and place the property under Property Management's control.

1. The Rehabilitation Specialist will notify the property owner of the work write-up results and the Housing Authority's interest in acquiring the property. (The work write-up is not necessary if the property has been previously determined as necessary for acquisition.) This notification will include a description of the acquisition and relocation process and corresponding contact persons.
2. If the owner is interested in selling the property, the Real Estate Services department will contract for independent appraisals on the property, perform a title search and prepare other necessary documentation to facilitate public acquisition of the property.

PROPERTY ACQUISITION PROCESS



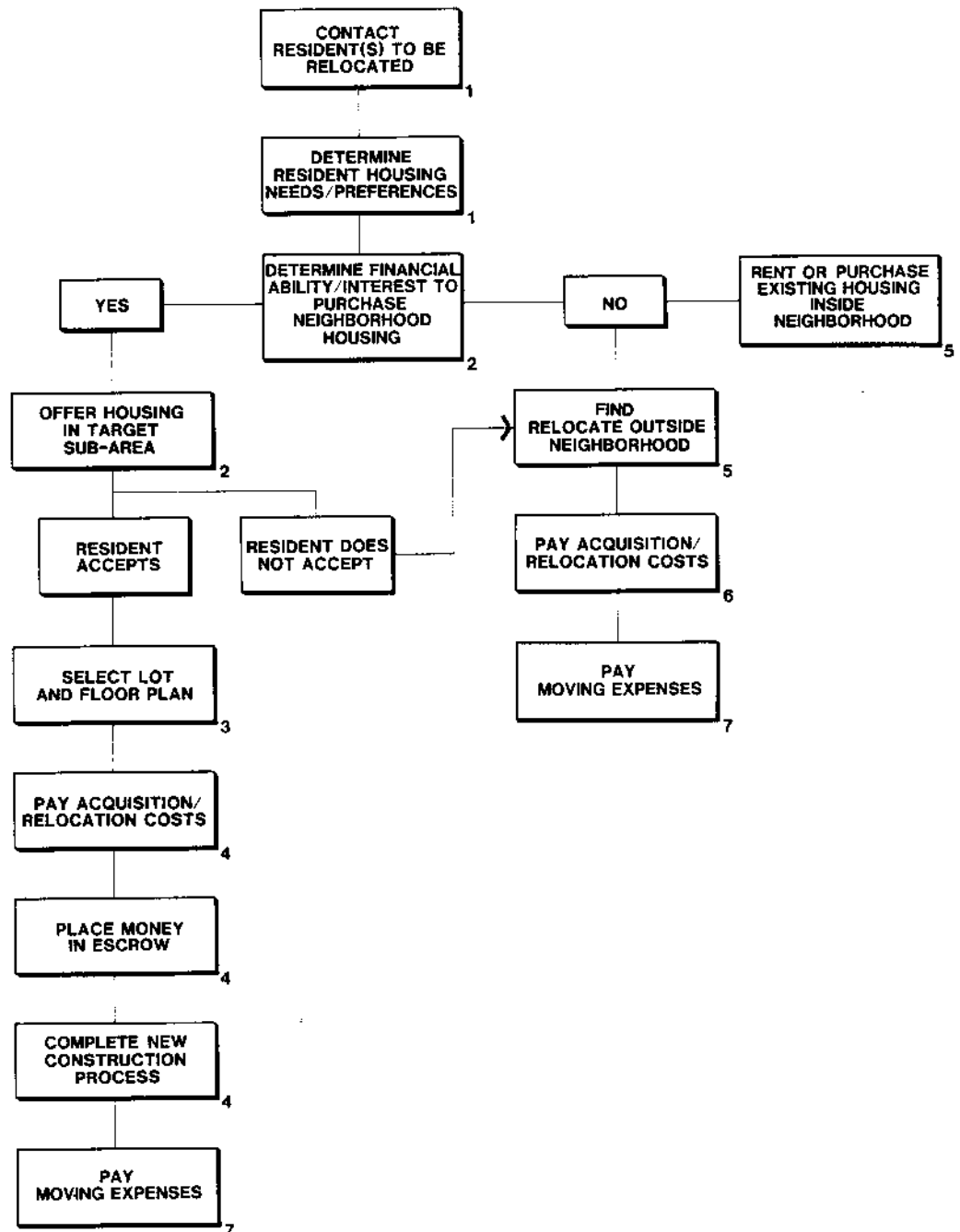
3. A written purchase offer will be sent to the property owner once the property's fair market value is established and evidence of clear title is obtained by Real Estate Services. Copies of the offer will also be forwarded to the Relocation Specialist and Property Management.
4. The Relocation Specialist will meet with the property resident(s) to determine his/her housing needs and advise the resident of his/her options under the Federal Uniform Relocation Act. (See subsequent Occupant Relocation Process).
5. The property owner may accept the purchase price offered, or may submit his/her own independent appraisal for Housing Authority review.
 - a) If a mutually acceptable price is negotiated, Real Estate Services will notify the Project Director and Property Management of the accepted offer and will schedule the property closing.
 - b) If no acceptable purchase price can be negotiated, the Project Director will be notified and procedures in step 7 will be followed.
6. Property Management will take over the ownership and maintenance functions (see Property Management Process) once the voluntary sale or condemnation proceedings are completed.
7. If the property owner chooses not to voluntarily sell the property, either
 - a) The Housing Authority determines acquisition of the property is essential to the redevelopment program, at which time condemnation proceedings will be initiated, or
 - b) The Housing Authority determines acquisition is not required to facilitate the Redevelopment Plan, at which time the file will be placed on hold to be recontacted once all other properties have been addressed in the sub-area.

Occupant Relocation Process

The Occupant Relocation Process, Figure 13, begins with the Housing Authority's initial offer to purchase a property and ends with the resident's move to a comparable replacement dwelling. The following activities are required to complete the relocation process.

1. Real Estate Services will notify the Relocation Specialist that it has made an offer to purchase a particular property. The Relocation Specialist then schedules an interview with the resident(s) to determine his/her relocation needs and replacement housing preferences and to describe the relocation, financial and advisory assistance available to him/her.

OCCUPANT RELOCATION PROCESS



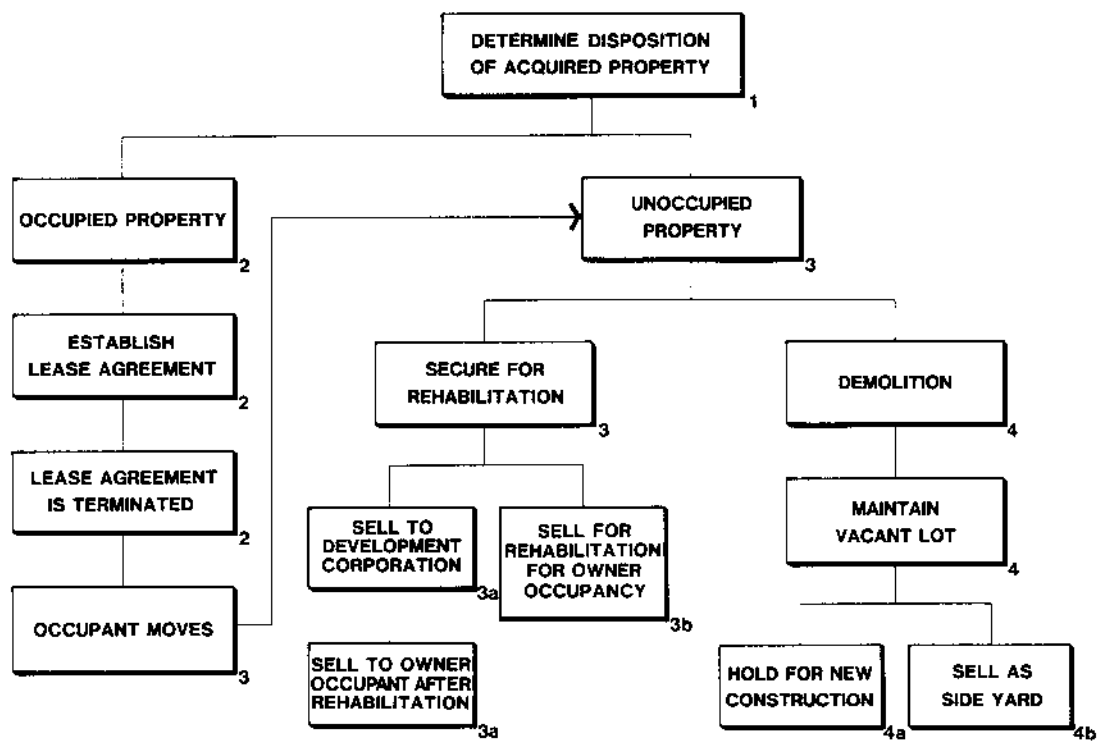
2. If the resident prefers to relocate within the neighborhood and is determined to have the financial ability necessary to purchase a newly constructed unit, the Rehabilitation Specialist will meet with the relocatee to describe the program (see New Construction Process).
3. Once the Housing Authority's purchase offer has been accepted by the property owner, the Relocation Specialist and Rehabilitation Specialist will assist the buyer in selecting a lot and floor plan.
4. If the resident is purchasing a home under the Housing Authority's new construction program, the resident's replacement housing payment and sales proceeds or downpayment assistance payment and privately obtained mortgage, will be placed in escrow for construction draws as the home is completed.
5. If the resident is unable or unwilling to purchase a replacement unit within the neighborhood, the Relocation Specialist will assist him/her in locating "comparable" replacement housing within or outside the neighborhood.
6. If the resident is relocating into an existing dwelling, the replacement housing payment, downpayment assistance payment or tenant assistance payment will be made directly to the resident.
7. Once the Relocation Specialist verifies that the relocatee has moved into permanent replacement housing, the moving expense claim will be processed and Property Management will be requested to secure the vacated property for disposition.

Property Management Process

The Property Management Function, figure 14, begins with the Housing Authority's acquisition of a property and terminates once the property is sold. The property's disposition, as established by the redevelopment team, will determine the property management responsibilities throughout this ownership period. The following functions will be required in the property management process.

1. Property Management will be notified by Real Estate Services of the property's acquisition, its proposed disposition and its occupancy status.
2. If the property is occupied:
 - a) Property Management will work with the Relocation Specialist to establish an affordable lease agreement for the present occupants.
 - b) Property Management will be responsible for rent collection and property maintenance until notified by the Relocation Specialist that the property will be vacated.

PROPERTY MANAGEMENT PROCESS



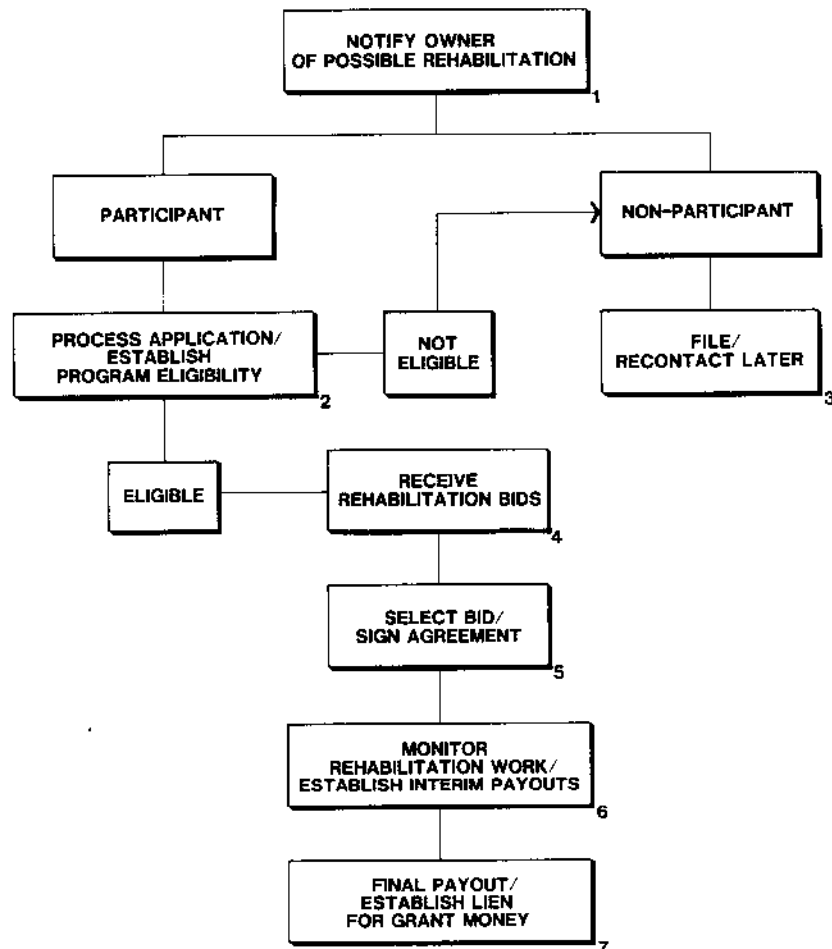
3. If the property is or becomes vacant and is scheduled for rehabilitation, Property Management will secure and maintain the structure until the property is sold
 - a) to a Nonprofit Development Corporation to be sold to an owner-occupant after rehabilitation
 - b) to an owner occupant for rehabilitation
4. If the property is vacant and scheduled for demolition, Property Management will contract for the property's demolition and will maintain the property until it is
 - a) sold to the adjacent property owners as sideyard
 - b) sold for new housing construction.

Building Rehabilitation Process

The Building Rehabilitation Process (Figure 15) is based on the initial work write-up which is completed on every participating property. The following activities are required to complete the rehabilitation process.

1. The property owner will be notified by the Rehabilitation Specialist of the property's eligibility for participation in one of the Housing Authority's rehabilitation programs based on the initial work write-up and resulting cost estimate. To be eligible for rehabilitation, rehabilitation cost estimates can not exceed \$24,000.
2. If the owner agrees to participate, an application for the appropriate rehabilitation program will be completed by the owner with the assistance of the Community Organizer. The application will then be processed by the Rehabilitation Specialist to determine program eligibility.
3. If the owner does not qualify for one of the Housing Authority's rehabilitation programs or decides not to participate, information on private funding sources will be sent to the owner and the file will be placed on hold to be recontacted prior to sub-area close out.
4. If the property and owner meet the program eligibility requirements, the Rehabilitation Specialist will assist the owner in securing bids for the repairs specified in the work write-up.
5. The Rehabilitation Specialist will review all bids submitted and will select the successful contractor. He/She will then meet with the property owner and contractor to review the rehabilitation contract requirements in order to insure that both the owner and contractor understand their obligation under the program and to finalize the contract and loan/grant agreement.

BUILDING REHABILITATION PROCESS



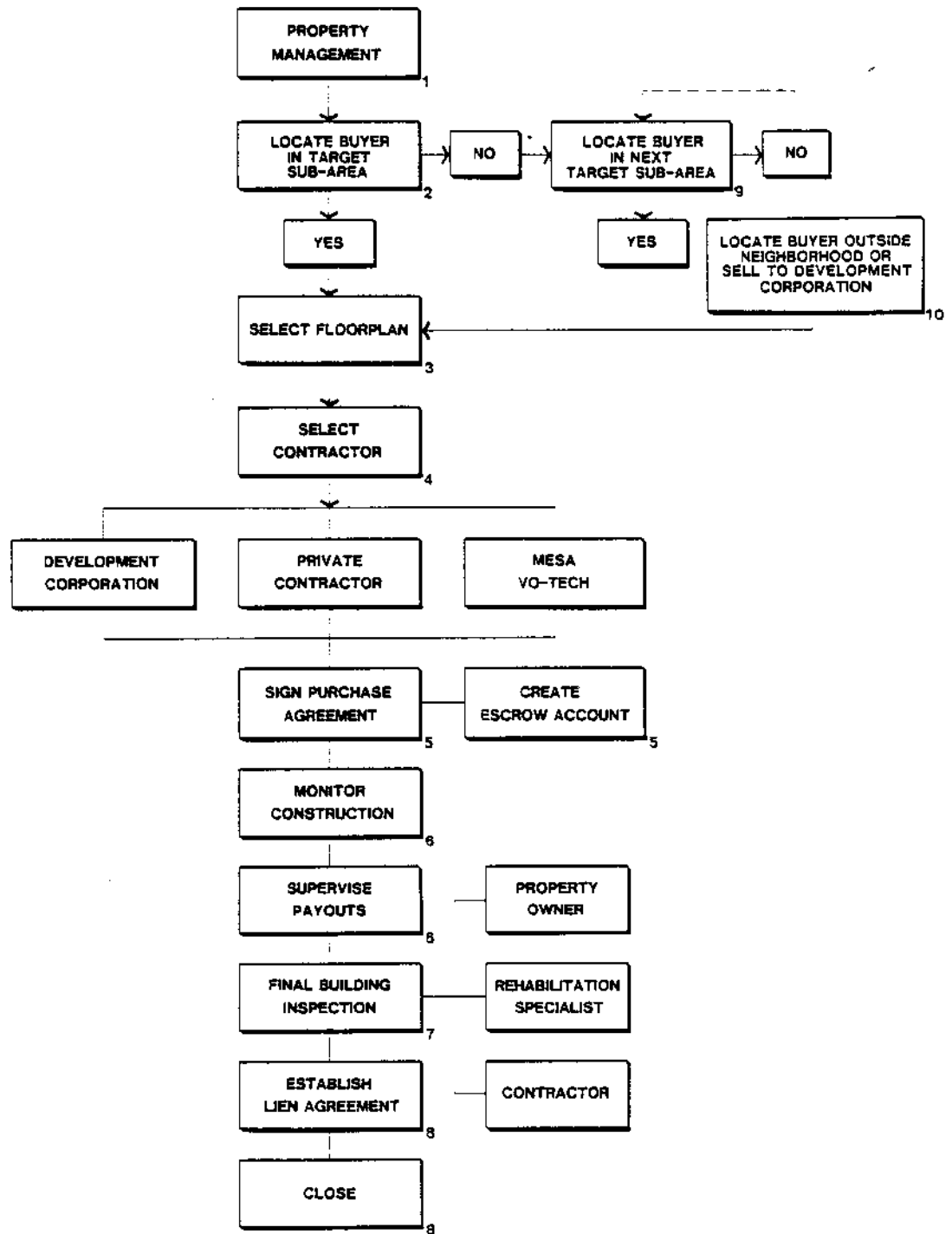
6. The Rehabilitation Specialist will monitor all rehabilitation work and secure the appropriate lien waivers and inspections prior to scheduled interim payouts.
7. The Rehabilitation Specialist will insure all program requirements have been met including the filing of any property liens or repayment agreements prior to approving the final contract payment.

New Construction Process

The new construction process (Figure 16) begins once Property Management has prepared an acquired property for housing construction and a potential buyer has been selected for property ownership. The following procedures will be coordinated among the various team members and City departments.

1. Property Management will prepare the lot(s) for new construction, and properly maintain the properties until qualified buyers are located.
2. The Relocation Specialist will identify potential home buyers within his/her caseload and notify the Rehabilitation Specialist of their interest in the program.
3. Based on the buyer's housing needs, financial affordability, and personal preference, the Rehabilitation Specialist and Relocation Specialist will assist the buyer in selecting a lot and floor plan available through the program.
4. An independent building contractor, the Nonprofit Development Corporation or local technical school may be selected by the buyer to construct the dwelling. This choice will be affected by the type of unit to be constructed, the availability of for profit and nonprofit builders, as well as the homebuyer's preference.
5. Once a builder has been selected and a purchase agreement signed, the Rehabilitation Specialist will establish an escrow account to provide for interim and final construction payouts.
6. The Rehabilitation Specialist will monitor all housing construction, supervise all construction payouts and insure the appropriate lien waivers and inspections are obtained.
7. A final building inspection will be conducted by the Rehabilitation Specialist with the buyer and the contractor to identify any problems or discrepancies and arrange for their resolution prior to final closing.
8. The Real Estate Services department will finalize any lien agreements or other appropriate documents required by the program and will arrange for transfer of property ownership at the final closing.

NEW CONSTRUCTION PROCESS



9. If no current relocatee(s) are interested in a particular lot, the Redevelopment Team will attempt to locate a buyer within the next target sub-area, and continue this process until the lot is sold contingent upon the buyer owning and occupying the newly constructed unit for a set period of time.
10. If no buyer within in the community is located, the property may be sold to an individual outside the neighborhood who agrees to own and occupy the home, or to the Nonprofit Development Corporation for single-family housing construction and resale to an owner occupant.